

# NEBRASKA CONTINUOUS QUALITY IMPROVEMENT (CQI)



## Child Protection & Safety

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**Our Vision:** Children are safe and healthy and have strong, permanent connections to their families.

**Our Commitments:**

1. Children are our #1 priority
2. We respect and value parents and families
3. We value partnerships
4. We are child welfare professionals

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# Nebraska Federal Indicators Matrix

## February 2015

 Department of Health & Human Services DHHS NEBRASKA	Absence of Maltreatment Recurrence	Absence of Maltreatment in Foster Care	Timeliness and Permanency of Reunification	Timeliness of Adoption	Permanency for Children in Foster Care	Placement Stability
<b>Federal Target:</b>	<b>94.60%</b>	<b>99.68%</b>	<b>122.6</b>	<b>106.4</b>	<b>121.7</b>	<b>101.5</b>
<b>Eastern</b>	95.76%	99.72%	119.6	133.8	149.8	106.2
<b>Southeast</b>	93.40%	99.93%	130.4	127.6	135.5	104.2
<b>Central</b>	95.16%	100.00%	125.4	126.5	161.7	106.8
<b>Northern</b>	98.34%	99.88%	144.3	140.1	162.3	113.6
<b>Western</b>	95.54%	99.83%	104.9	147.2	183.9	111.3
<b>State</b>	95.09%	99.84%	124.0	133.2	149.6	106.7

 = Passing the Federal  
 = Not Passing the Federal Indicator

Note: Youth throughout the state who are placed in YRTC are reflected in the Federal Measures for the Central and Southeast Service Areas due to the YRTC's being located in Kearney and Geneva.





## Nebraska Federal Indicators Matrix

### Division of Children and Family Services

	Absence of Maltreatment Recurrence					Absence of Maltreatment in Foster Care					Timeliness and Permanency of Reunification					Timeliness of Adoption					Permanency for Children in Foster Care					Placement Stability				
Federal Target:	94.60%					99.68%					122.6					106.4					127.7					101.5				
Dates	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14
Eastern	92.8%	91.2%	91.4%	92.9%	97.03%	99.72%	99.68%	99.64%	99.62%	99.43%	118.4	110.0	115.4	111.9	114.85	76.1	101.6	107.3	100.4	131.49	141.4	141.6	146.3	152.2	150.61	88.1	88.9	91.6	97.7	103.24
Southeast	88.3%	91.7%	92.7%	88.5%	95.57%	99.75%	99.67%	99.73%	99.31%	99.94%	123.5	97.1	102.0	113.8	120.89	90.5	109.5	124.4	133.5	136.18	146.6	152.8	157.4	153.0	155.17	89.6	95.7	95.6	100.2	100.20
Central	92.2%	93.7%	95.5%	92.2%	94.94%	99.70%	99.58%	99.88%	99.88%	100.00%	125.1	102.5	118.1	122.5	113.53	80.1	131.6	102.2	148.5	118.62	158.2	151.9	138.8	177.0	166.72	83.8	88.3	90.7	95.2	102.36
Northern	90.3%	92.0%	93.9%	93.7%	95.93%	99.53%	99.74%	99.79%	97.95%	99.75%	115.0	125.3	126.5	126.2	124.11	94.8	112.4	138.4	119.0	132.27	145.6	156.9	155.8	169.5	158.13	87.6	83.6	89.4	93.2	111.13
Western	92.3%	95.0%	95.7%	91.7%	95.67%	99.73%	99.91%	99.78%	99.88%	99.67%	127.5	108.5	125.8	115.5	110.49	84.7	76.9	129.8	135.1	142.52	142.3	153.3	160.4	170.2	155.37	85.6	90.6	85.3	93.4	102.84
State	90.6%	92.1%	92.7%	91.4%	96.02%	99.70%	99.70%	99.72%	99.43%	99.70%	117.8	105.0	114.0	112.8	116.97	87.3	105.0	117.6	119.1	127.11	144.5	149.5	148.2	155.6	153.72	87.1	90.0	91.6	97.0	103.10

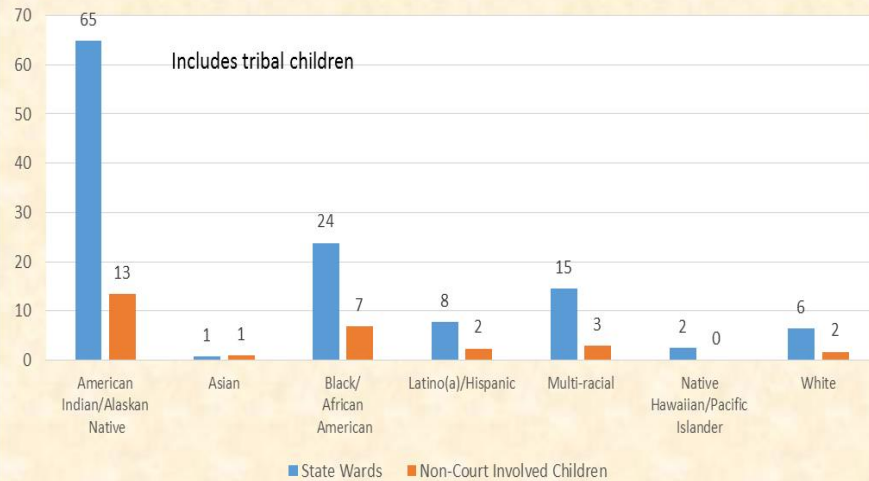
8/19/2014 Prepared by: A. Wilson

= Passing the Federal Indicator  
 = Not Passing the Federal Indicator

\* This chart was added to the CQI document in August 2014

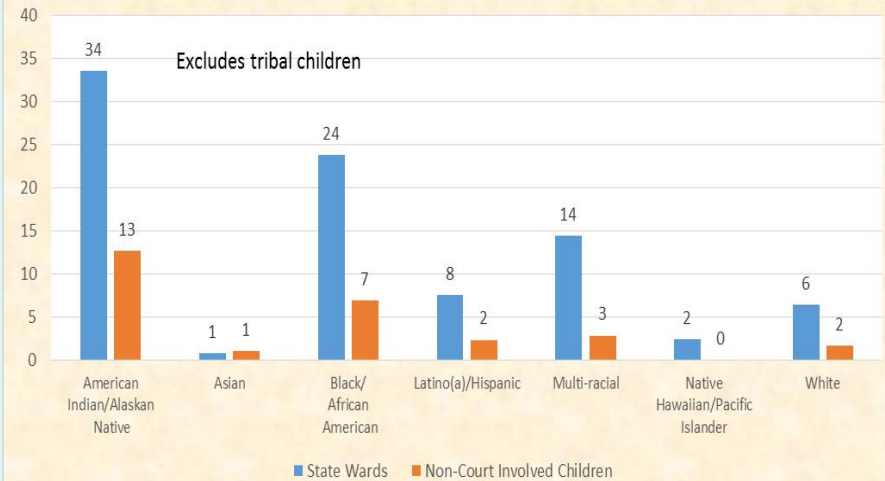
Statewide: State Wards and Non-Court Involved Children by Race Per 1000 of the Population

Data as of 03/16/2015



Statewide: State Wards and Non-Court Involved Children by Race Per 1000 of the Population

Data as of 03/16/2015



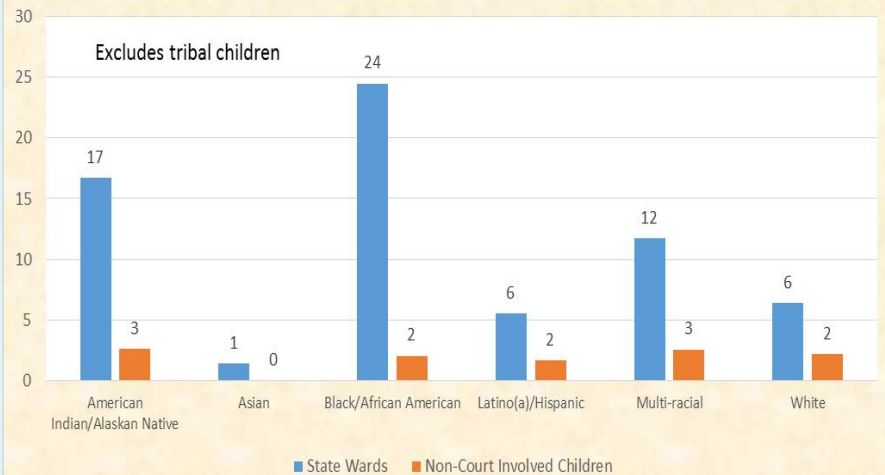
Northern Service Area: State Wards and Non-Court Involved Children by Race Per 1000 of the Population

Data as of 03/16/2015

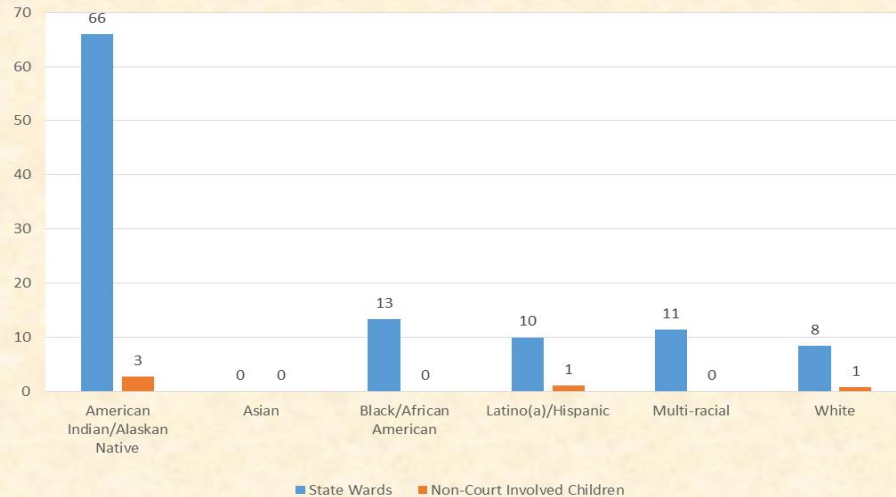


Northern Service Area: State Wards and Non-Court Involved Children by Race Per 1000 of the Population

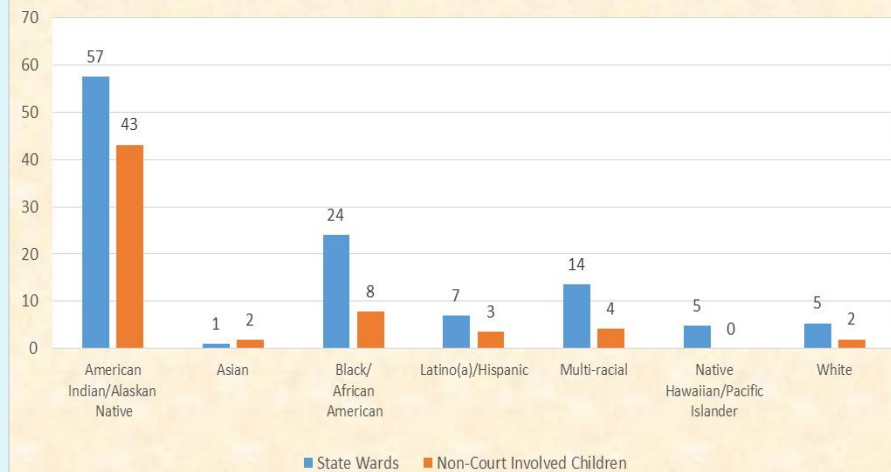
Data as of 03/16/2015



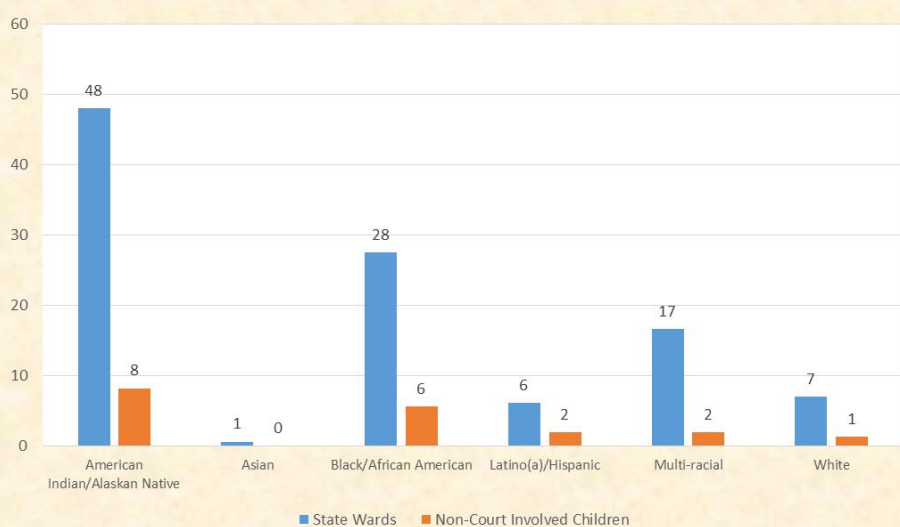
Central Service Area: State Wards and Non-Court Involved Children  
by Race Per 1000 of the Population  
Data as of 03/16/2015



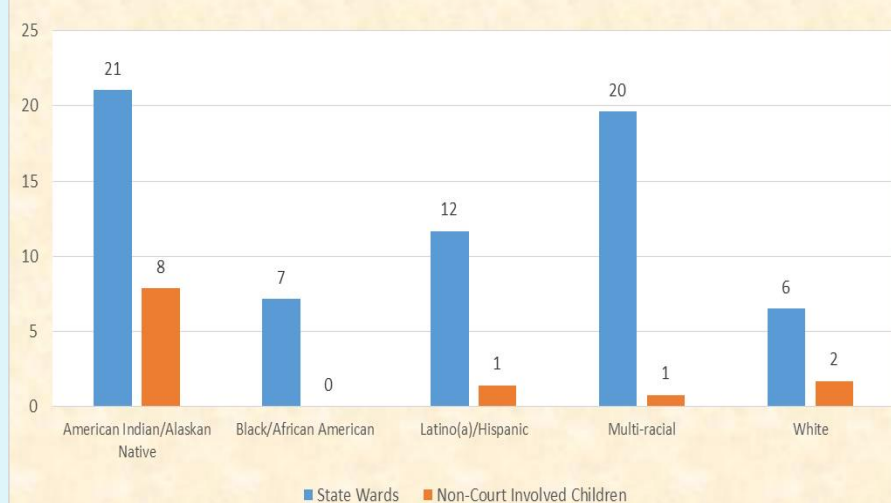
Eastern Service Area: State Wards and Non-Court Involved Children  
by Race Per 1000 of the Population  
Data as of 03/16/2015



Southeast Service Area: State Wards and Non-Court Involved  
Children by Race Per 1000 of the Population  
Data as of 03/16/2015



Western Service Area: State Wards and Non-Court Involved Children  
by Race Per 1000 of the Population  
Data as of 03/16/2015



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# CHAPTER 1: PREVENTION AND EARLY INTERVENTION

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**OUTCOME STATEMENT: CHILDREN AND FAMILY WILL HAVE TIMELY ACCESS TO THE SERVICES AND SUPPORT THEY NEED.**

**Goal Statement: Build infrastructure to support at-risk families;**

- Primary Prevention – Targeted to general population, aimed at educating the public about child abuse and neglect, with the goal of stopping abuse before it happens.
- Secondary Prevention – Targeted to individual or families in which maltreatment is more likely
- Tertiary Prevention – Targeted toward families in which abuse has already occurred

## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

Mar 2015: Reduction of 1,521 wards since January 2013.

\* We have seen a 35% decrease in state wards since 2012.

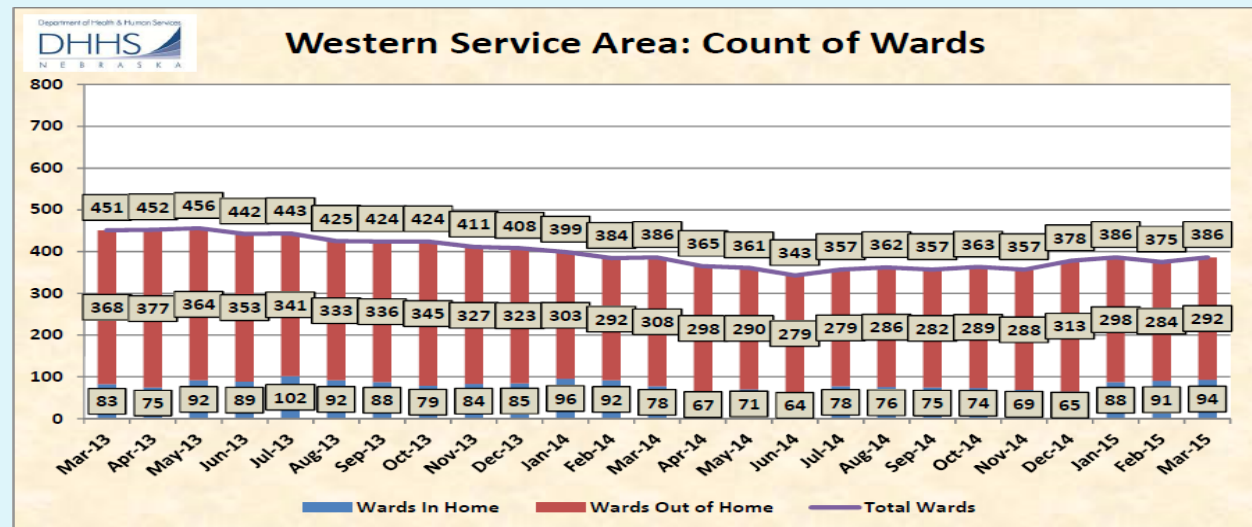
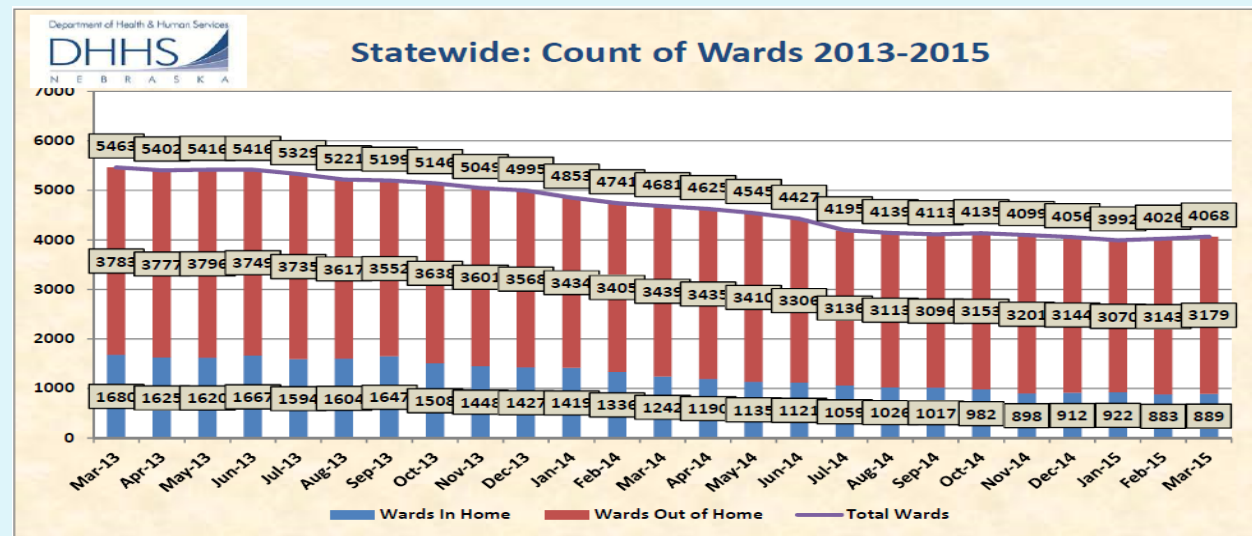
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

**OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need**



\*LB 961 directs DHHS to realign the Western, Central, and Northern Service Areas to be coterminous with the District Court judicial districts. The baseline data from July 2, 2012 reflects this geographical change.

**Data Review Frequency: Quarterly**



## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

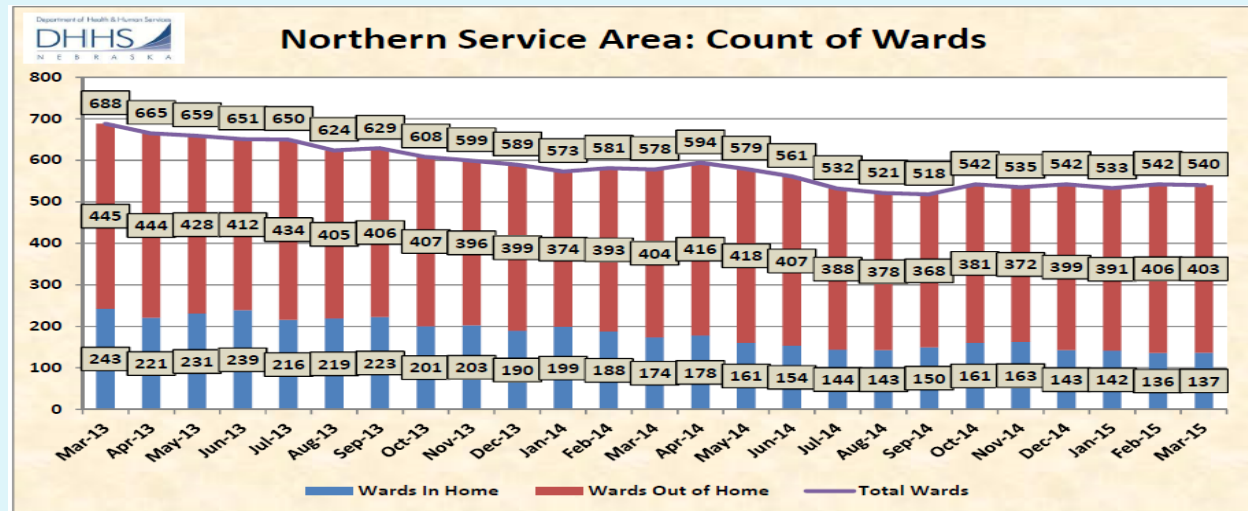
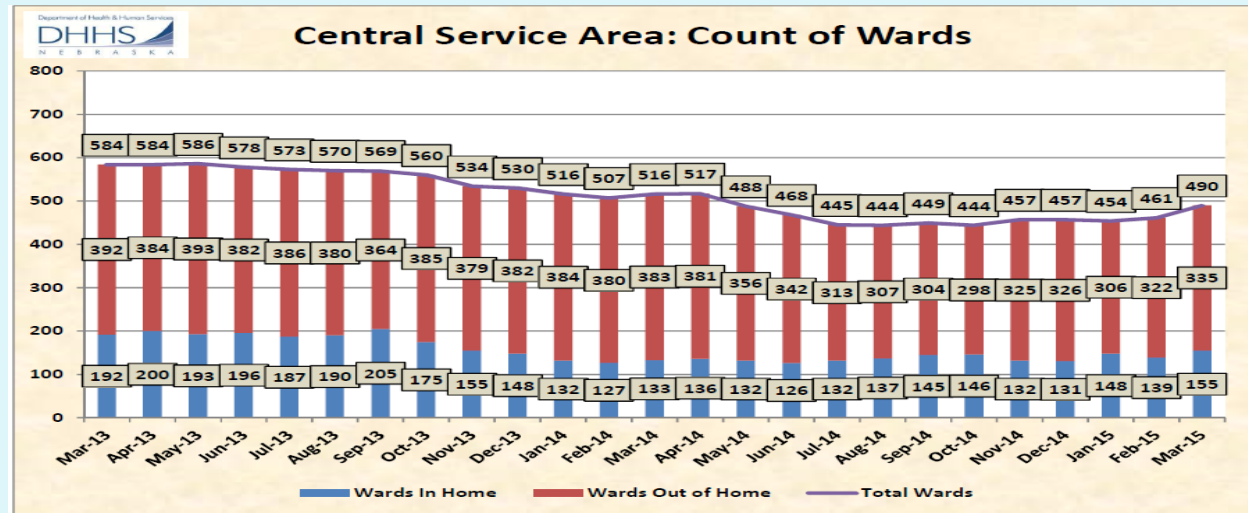
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

**OUTCOME STATEMENT:** Children and Families Will Have Timely Access to the Services and Support They Need



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## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

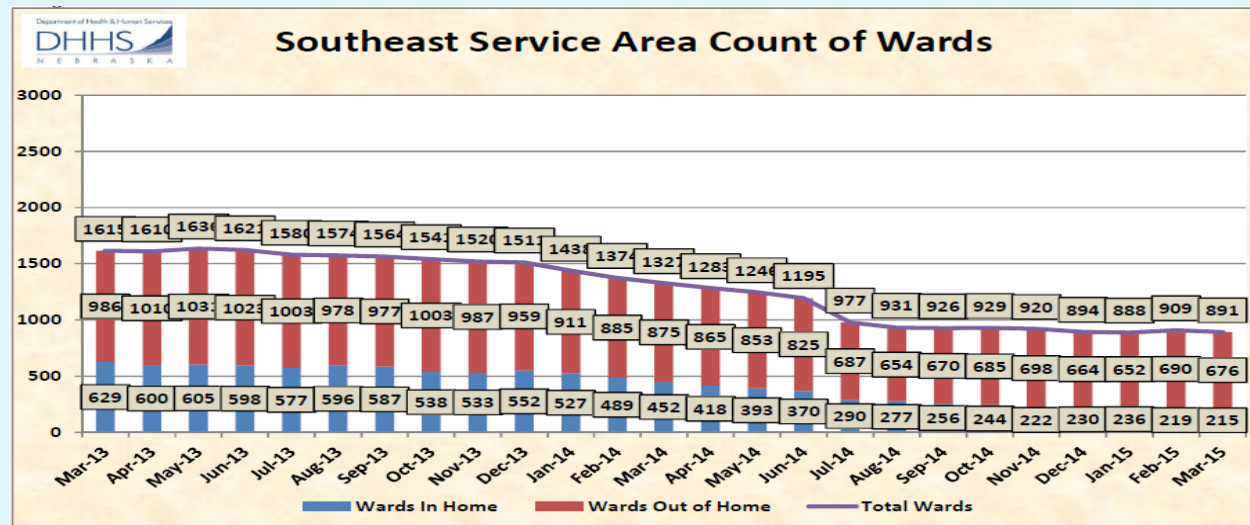
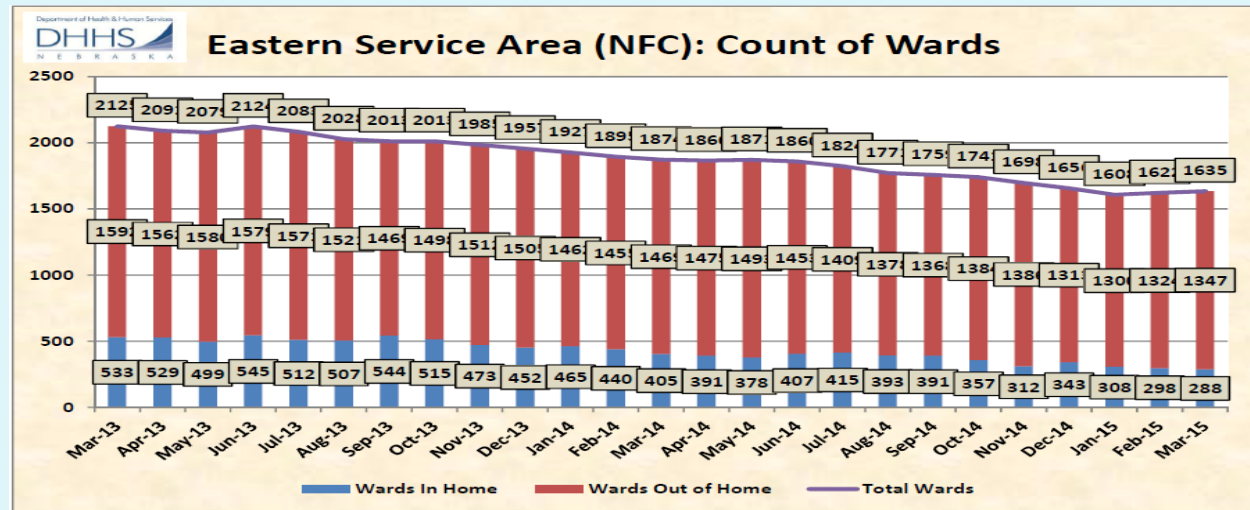
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



**Data Review Frequency: Quarterly**

\*LB 961 directs DHHS to realign the Western, Central, and Northern Service Areas to be coterminous with the District Court judicial districts. The baseline data from July 2, 2012 reflects this geographical change.



## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

NSA continues to have fewer wards per 1,000 than what is expected compared to the national average of 5.2/1,000.

### Barriers:

### Action Items:

*\*Completed:*

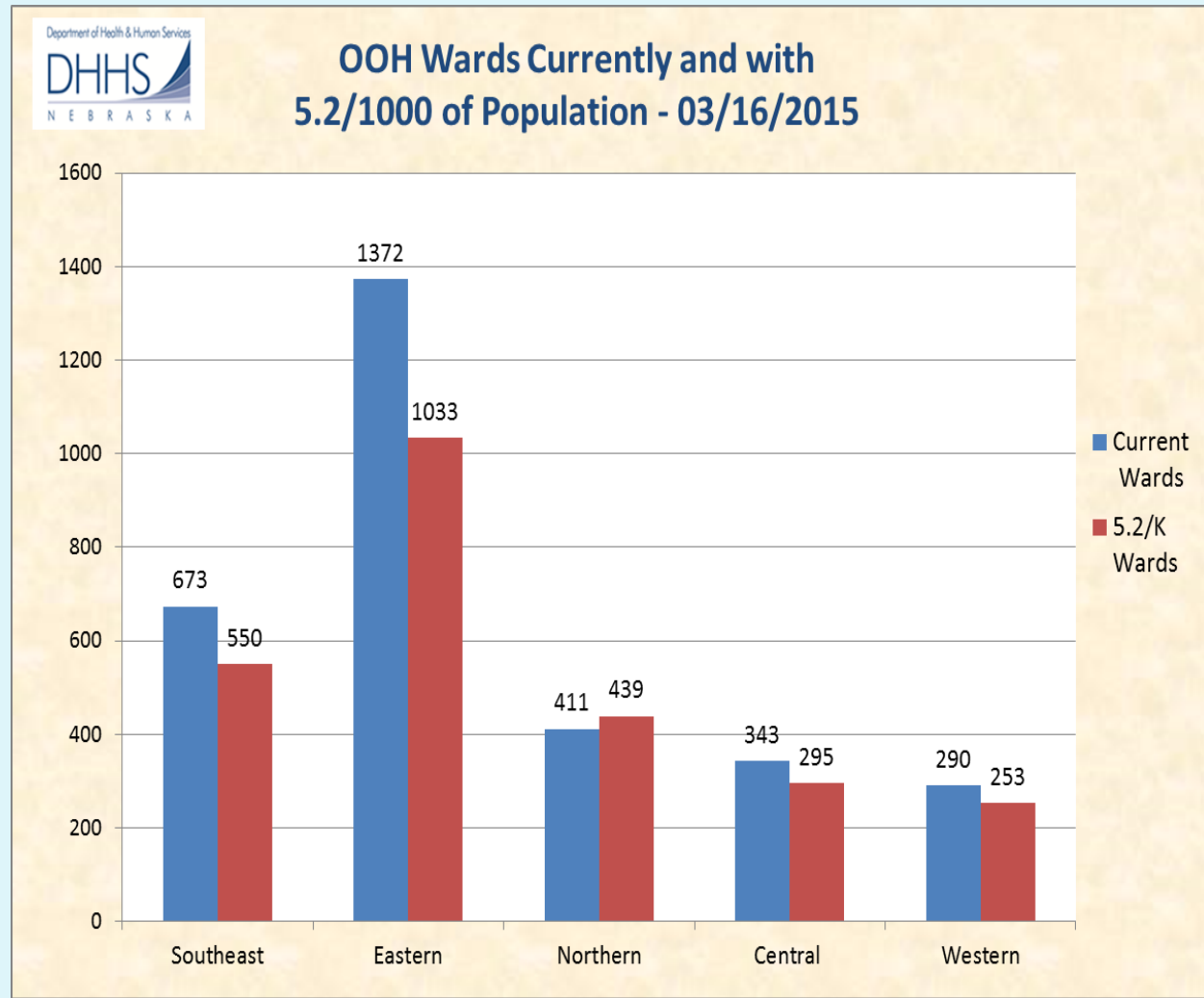
*\*Planned:*

### CQI Team Priority:

\* Statewide

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



Out of Home Court wards using 2014 Claritas youth population < 19 yrs. of age.

**Note: Count by County Report is now available.**

## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

March 2015: Statewide increase from 6.2 to 6.3.

### Note: Claritas Youth Population Details:

	2012	2014	Difference
Eastern	193,685	198,681	4,996
Southeast	105,316	105,840	524
Northern	88,434	84,503	(3,931)
Central	58,229	56,839	(1,390)
Western	50,896	48,775	(2,121)
State	496,560	494,638	(1,922)

### Barriers:

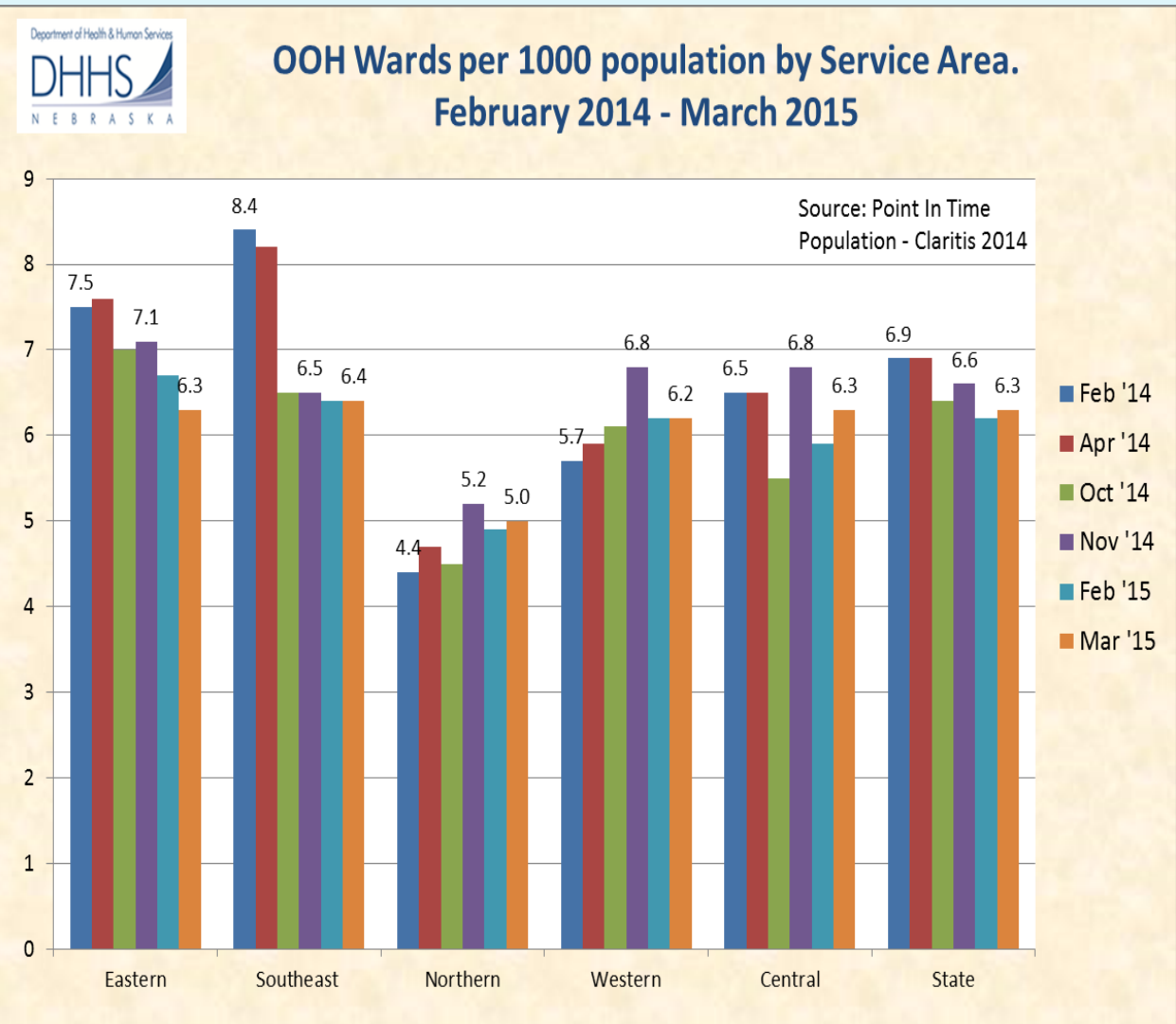
### Action Items:

### CQI Team Priority:

\* Statewide

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



-Prior to October 2014 -- Out of Home Court wards using 2012 Claritas youth population < 19 yrs. of age.

-Starting October 2014 -- Out of Home Court wards using 2014 Claritas youth population < 19 yrs. of age.

**Note: Count by County Report is now available.**

## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

Lower number of entries than exits.

LB-561 became effective Oct 1, 2013. This resulted in youth being cared for by probation rather than CFS

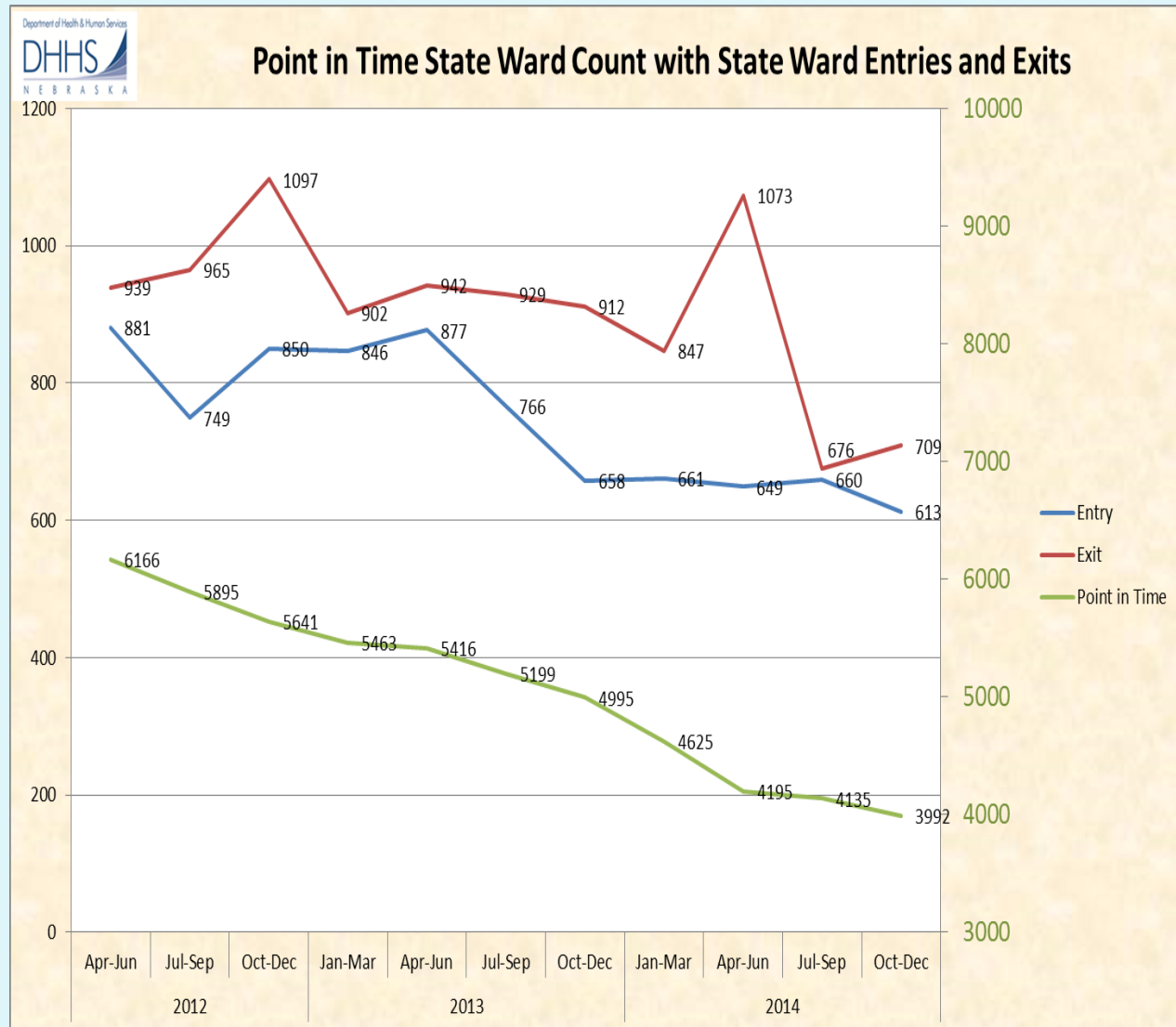
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



Data Review Frequency: Quarterly

## State Wards – 3A No Fault

### Strengths/Opportunities:

Average change before Oct 2013 = 101.7

Average change after Oct 2013 = 126.0

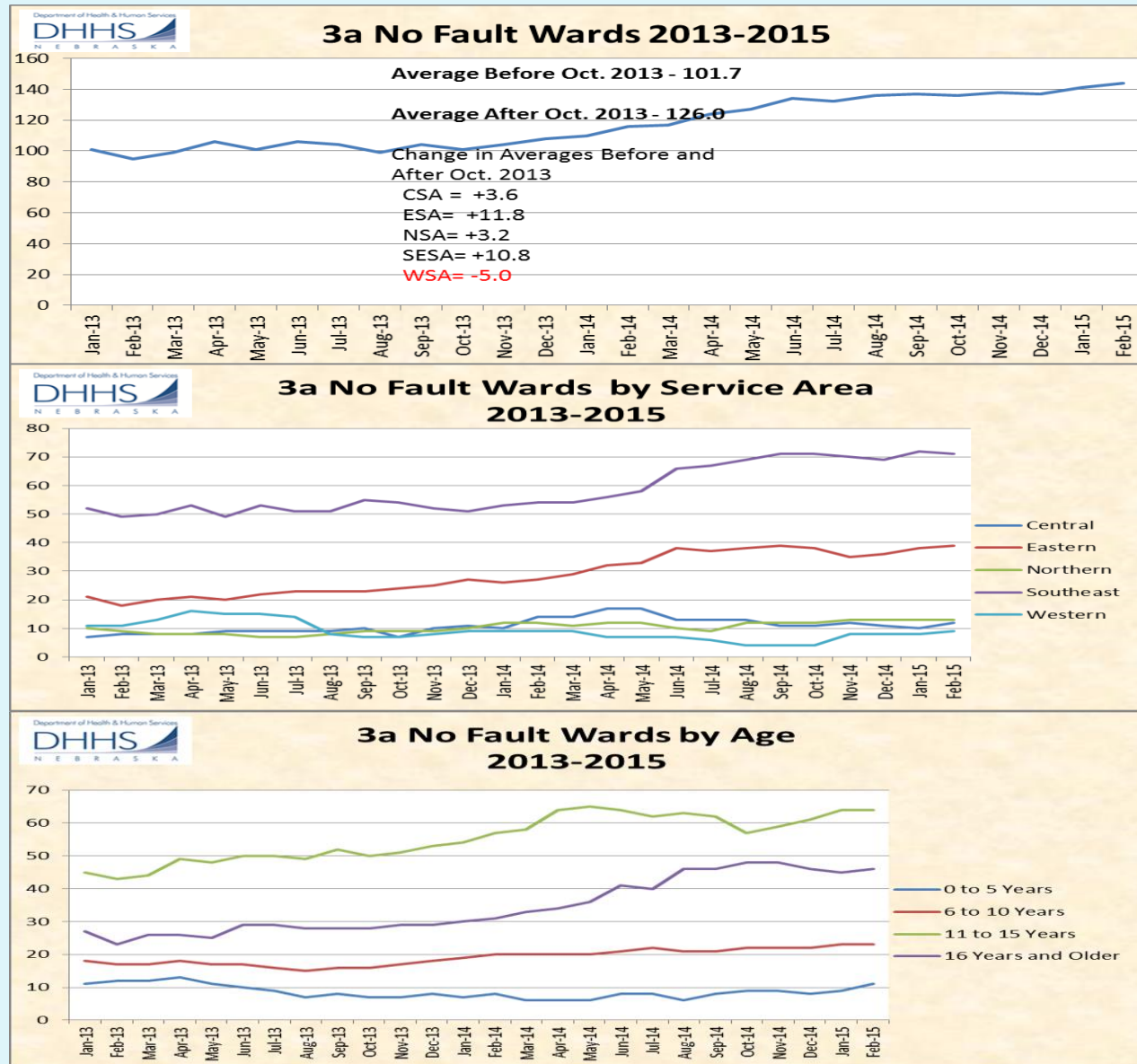
### Barriers:

### Action Items:

### CQI Team Priority:

Data Review Frequency: Quarterly

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



## State Wards – 3C Adjudications

### Strengths/Opportunities:

Average change before Oct 2013 = 23.6

Average change after Oct 2013 = 41.4

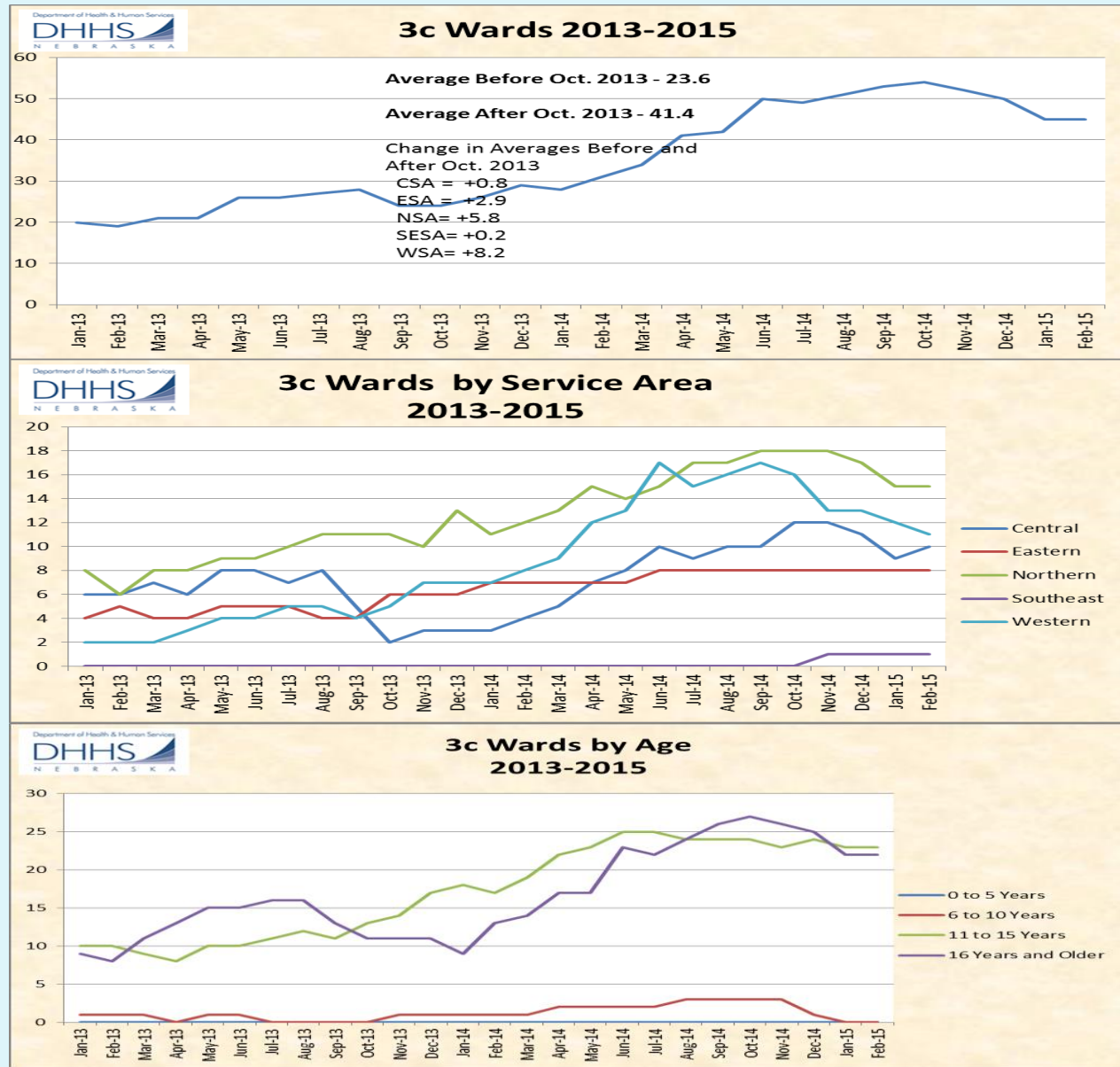
### Barriers:

### Action Items:

### CQI Team Priority:

Data Review Frequency: Quarterly

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



## Safely Decrease the Number of State Wards

### Strengths/Opportunities:

Entry numbers continue to be lower than exit numbers.

**NOTE:** Starting April 2014 – The statewide numbers include counts for the YRTC.

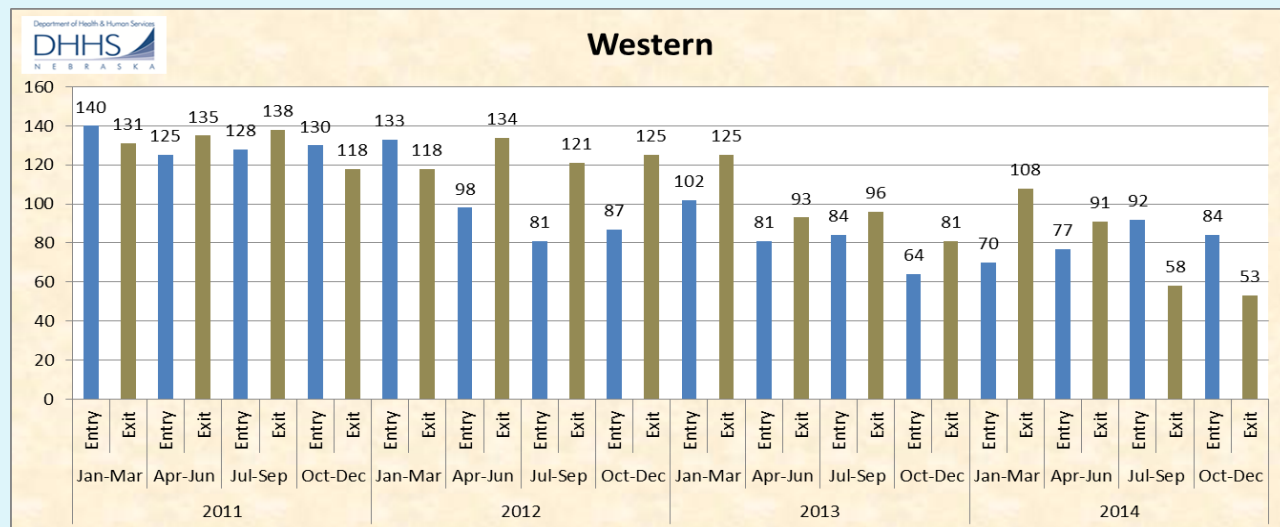
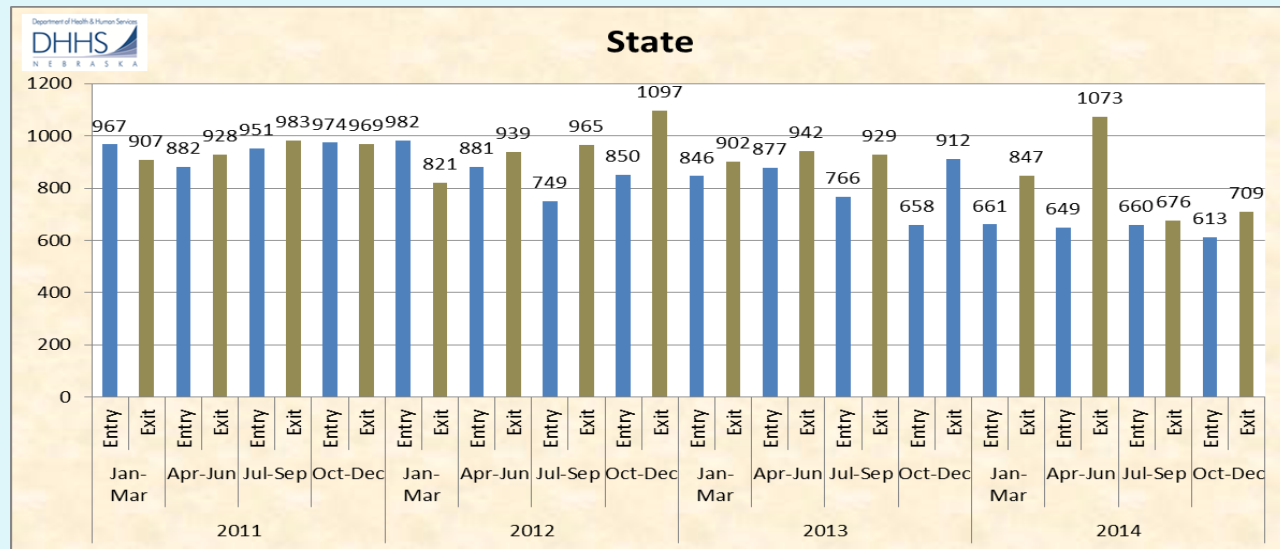
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

## OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



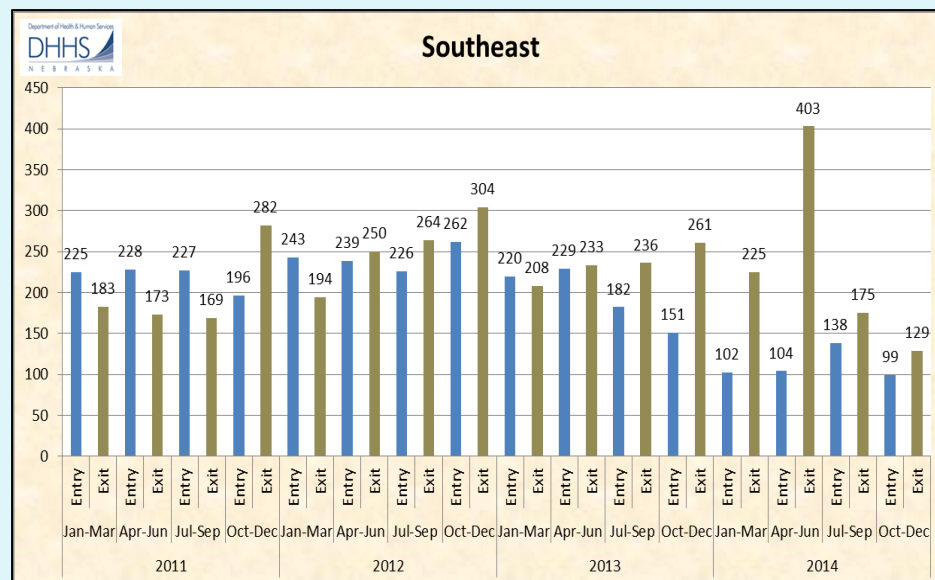
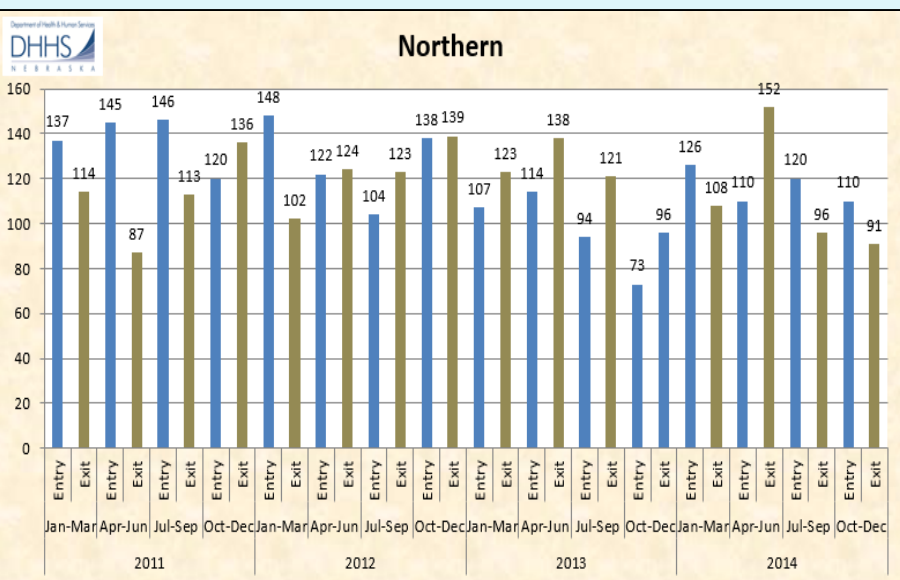
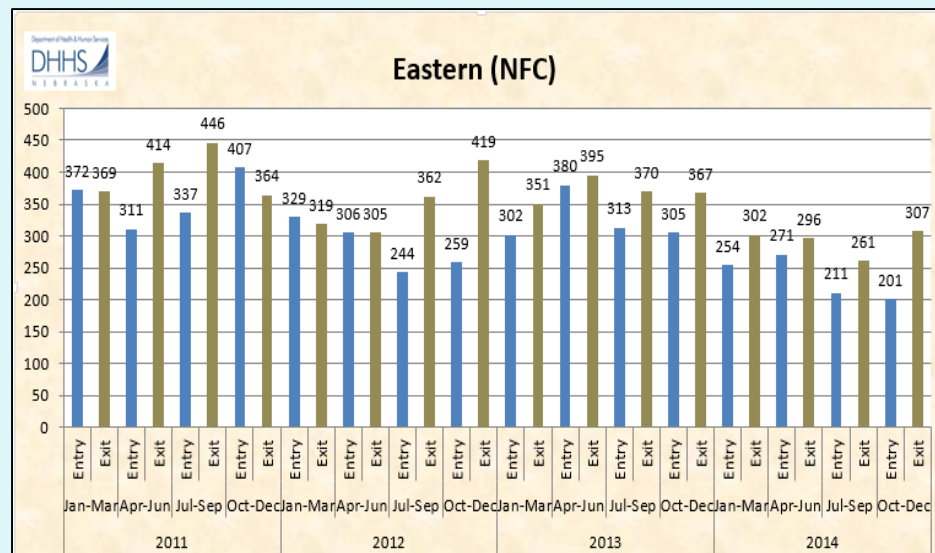
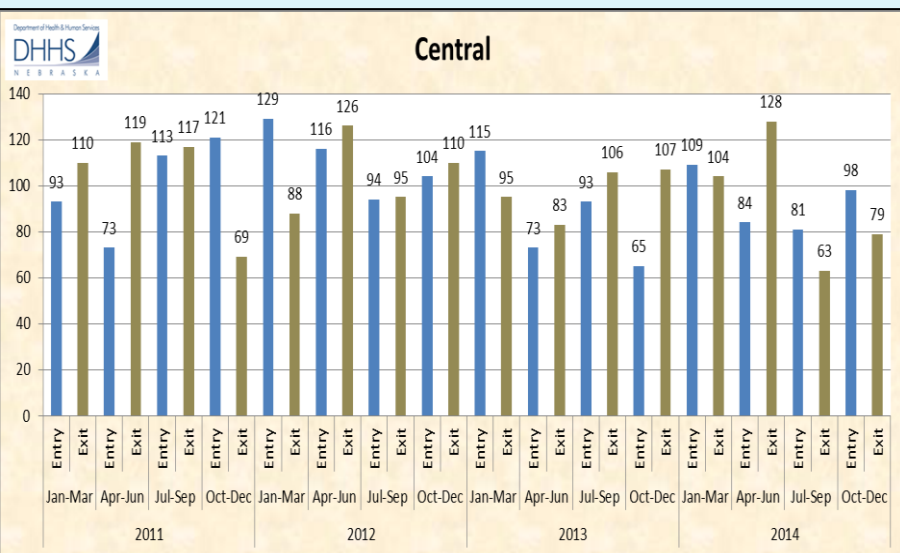
N-Focus Legal Status field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward - not when it is entered into NFocus. Entries include youth that go from non-court to court. Counts based on date of action, not entry date into NFocus

**Data Review Frequency: Quarterly**



## Safely Decrease the Number of State Wards

**OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need**

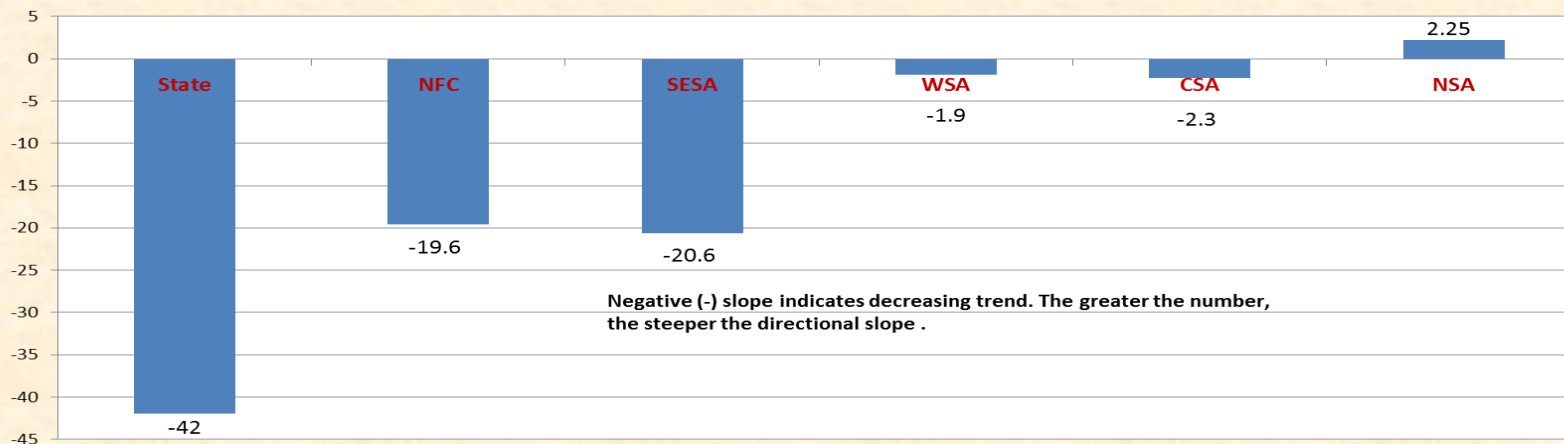


## Safely Decrease the Number of State Wards

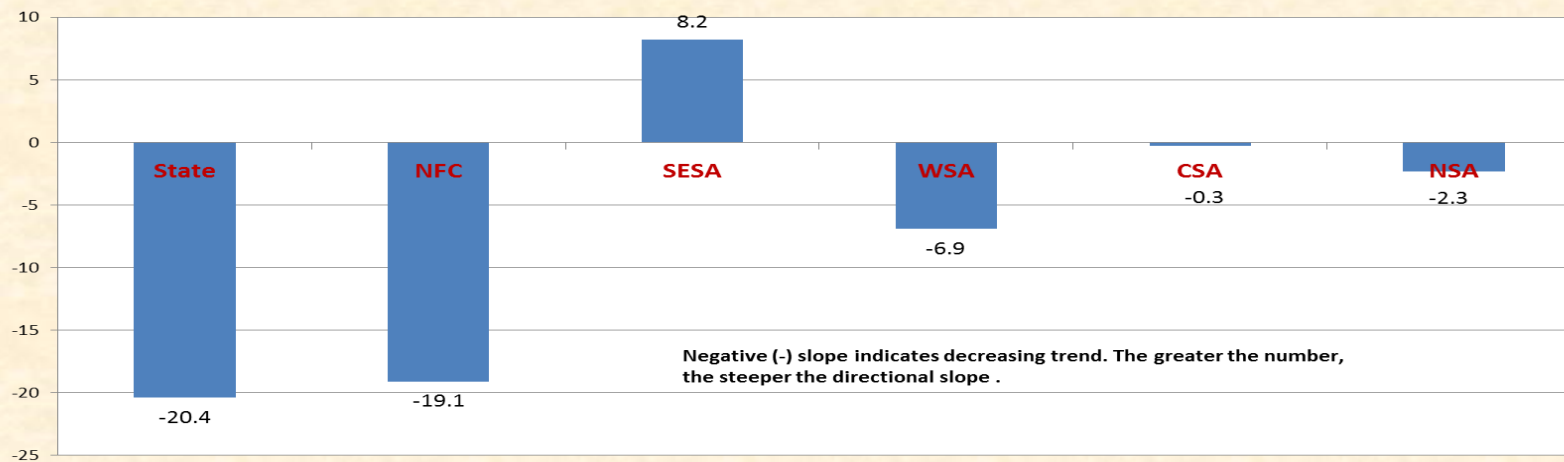
**OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need**



### Regression Slope of Court Entries Jan. 2013 - Sept. 2014



### Regression Slope of Court Exits Jan. 2013 - Sept. 2014





# CHAPTER 2: SAFETY

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**OUTCOME STATEMENT: CHILDREN INVOLVED IN THE CHILD PROTECTION SYSTEM ARE SAFE**

**Goal Statement: CFS will have a timely response to reports of child abuse and neglect reports and conduct quality safety and risk assessments.**

## Intake Calls/Responses

### Strengths/Opportunities:

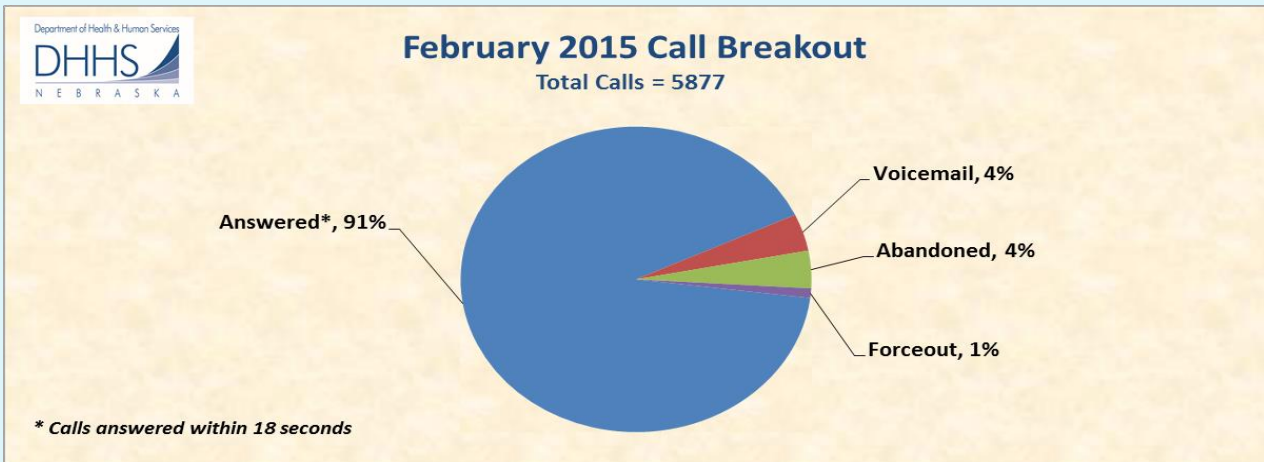
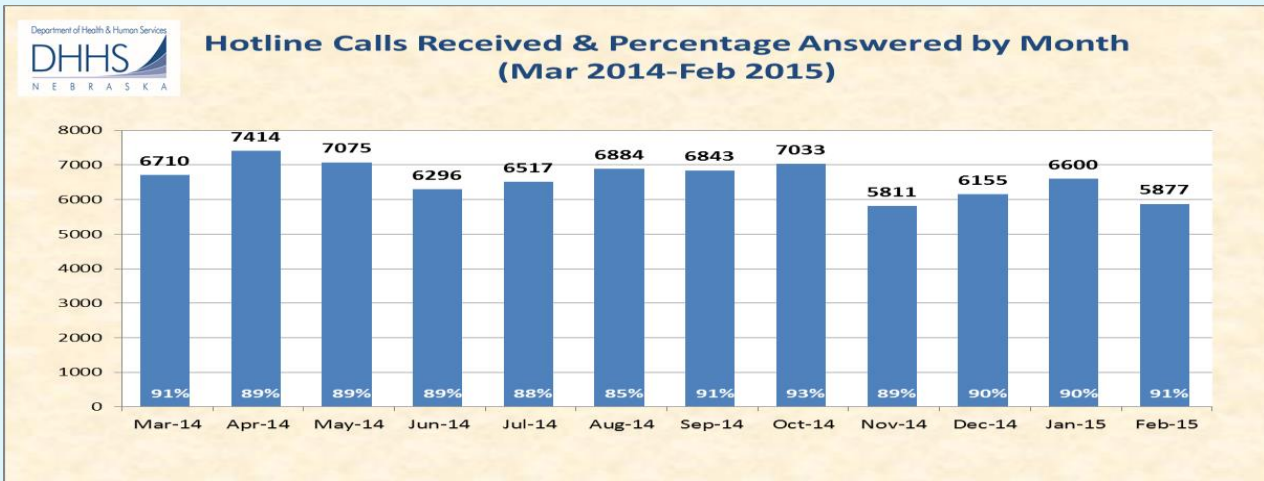
Feb 2015: 91% of all calls to the hotline were answered within 18 seconds. 4% of the calls went to voicemail and were returned within 1 hour.

### Barriers:

### Action Items:

Data Review Frequency: Monthly

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



#### Definitions:

\* Abandoned-call comes in and is not answered due to something in the ACD system which caused a reason for a disconnect or caller hung up.

\* Forceout-call comes in and call was sent to worker and worker did not answer -( maybe due to...forgot to log off while faxing)

\* Voicemail-calls unanswered that go to voicemail. The goal is to return the call within 1 hour. Case Aides track when the message came in and when the call is returned.

## Intake Quality Measures

### Strengths/Opportunities:

Nov 2014: 100% achievement in 3 out of the 4 measures. 99% in the remaining measure.

**Note: The next QA Review is scheduled in April 2015.**

### Barriers:

### Action Items:

**Sheila Kadoi and Amanda Nawrocki will meet and develop a plan for Hotline Phone Call Observation QA. Tentative plan has been developed to implement the phone observation QA in May 2015. Data will be available for review in June 2015.**

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



### Intake/Hotline Quality Measures April - November 2014

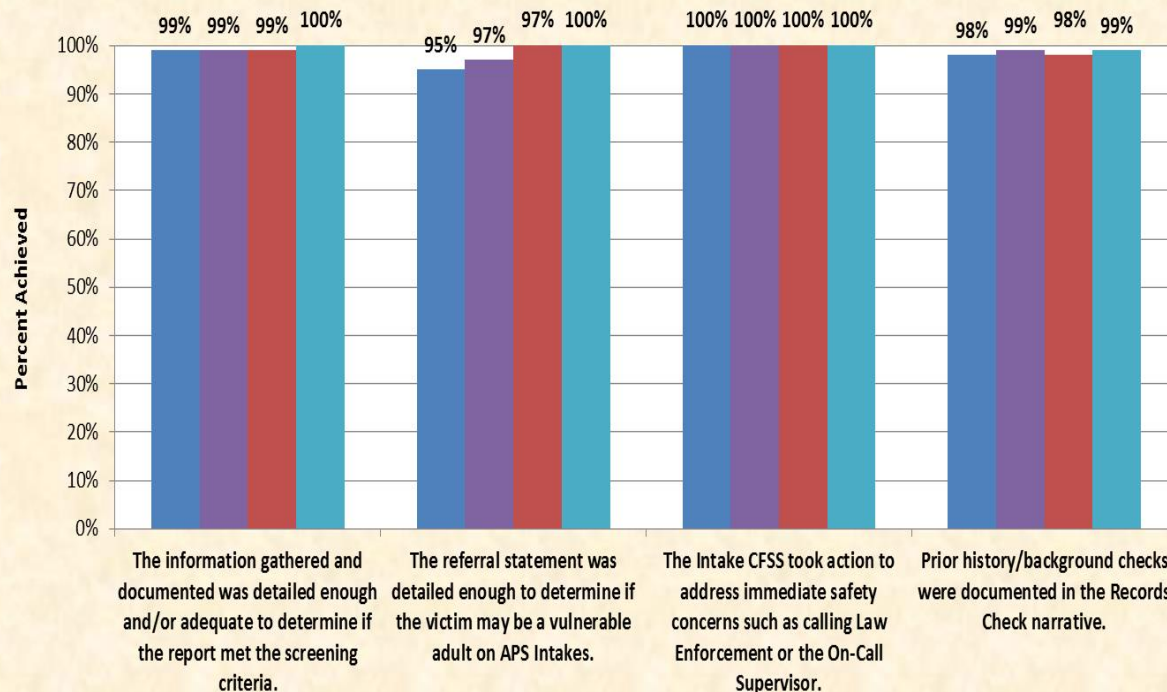
Number of Reviews:

\*Apr 2014 = 158

\*May 2014=148

\*June 2014= 147

\*Nov 2014=209



This chart illustrates the percentage achieved for four measures that are part of the Intake QA Review. The Intake QA reviews are completed on a random sample of the total CPS and APS Intakes completed by hotline staff. The Intake QA reviews were implemented by the CQI Unit on July 1st, 2013 and were conducted monthly until June 2014. **The frequency of the reviews was changed to quarterly after June 2014. Questions related to Alternative Response intake decisions will be added in the next quarterly review.**

## Absence of Maltreatment in Six Months

### Strengths/Opportunities:

Feb 2015: **State performance is above the target goal.** SESA is currently not meeting this goal.

### Barriers:

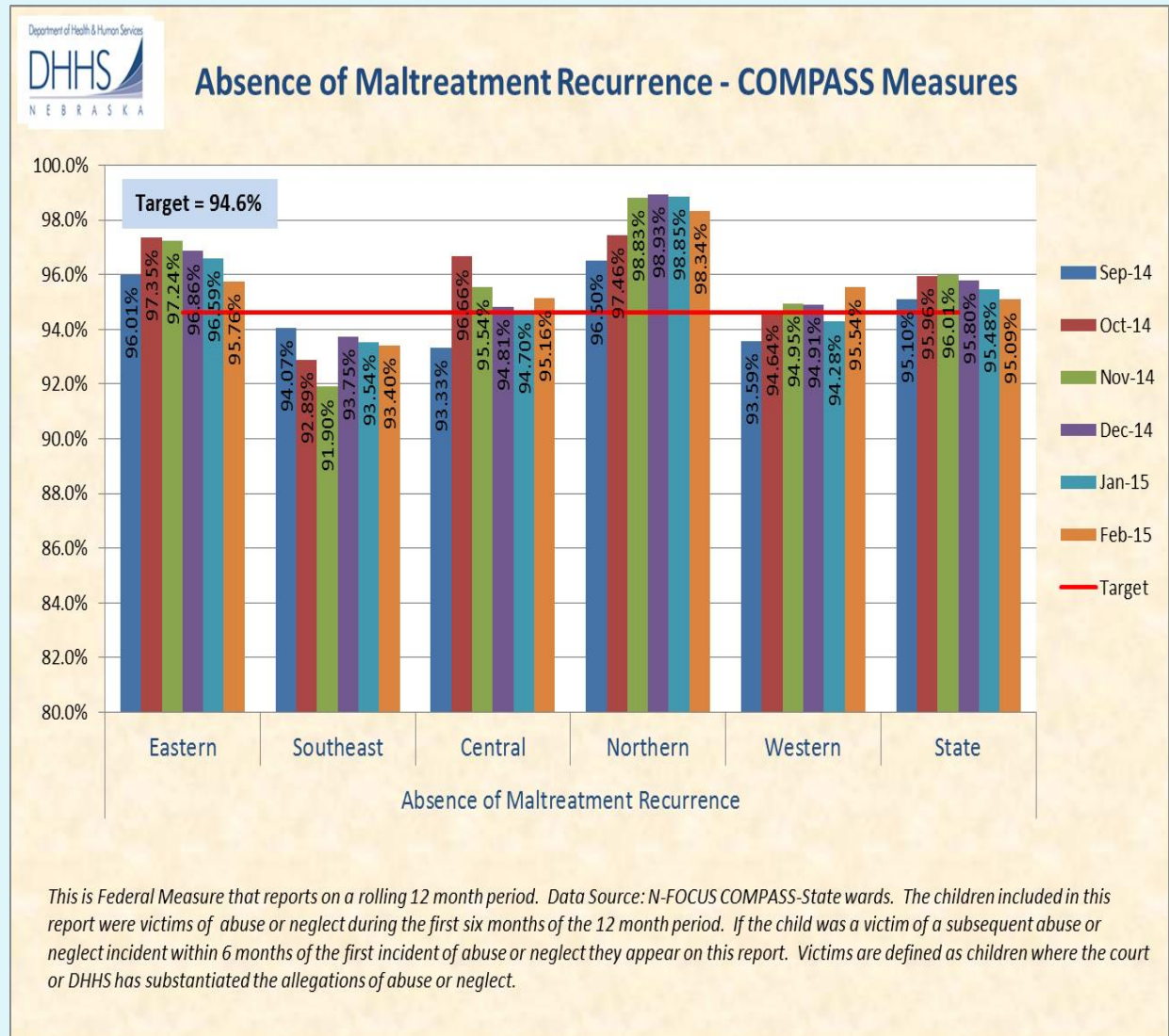
### Action Items:

### CQI Team Priority:

- \*Statewide External Stakeholder Team
- \*Western and Southeast Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



**Data Review Frequency: Quarterly (March, June, September, December)**



## IA – Investigation Timeframes

### Strengths/Opportunities:

Mar 2015: SESA has the lowest number of IA's not finalized while ESA has the highest number.

On 3/17/15 there were 1,129 Initial Assessments that were not finalized for the entire State for this same period. 70% of those belong ESA and the Tribes.

### Barriers:

- ESA: Staff Vacancies
- Tribes: Time to document assessments and increase knowledge and ability to document SDM Assessments on N-FOCUS.

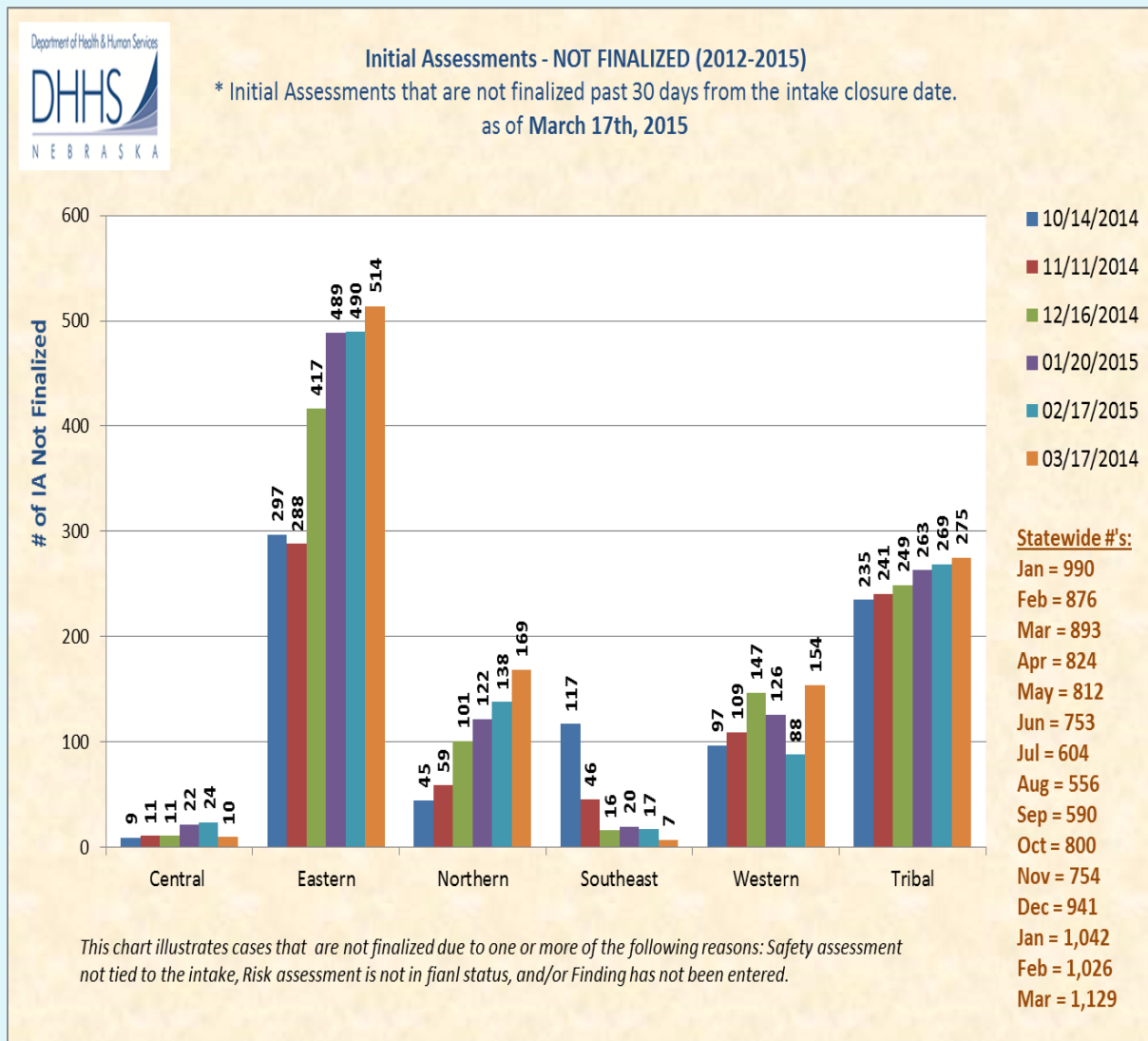
### Action Items:

### CQI Team Priority:

- Western Service Area

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data is part of CFSR Item #4 (Risk and Safety Management).

**Data Review Frequency: Monthly**





## IA – Contact Timeframes

### Strengths/Opportunities:

Feb 2015: There was a decrease in P3 contact timeliness and an increase in P1 and P2. The most common reason for missed contacts is due to no assessment found for the intake.

### Barriers:

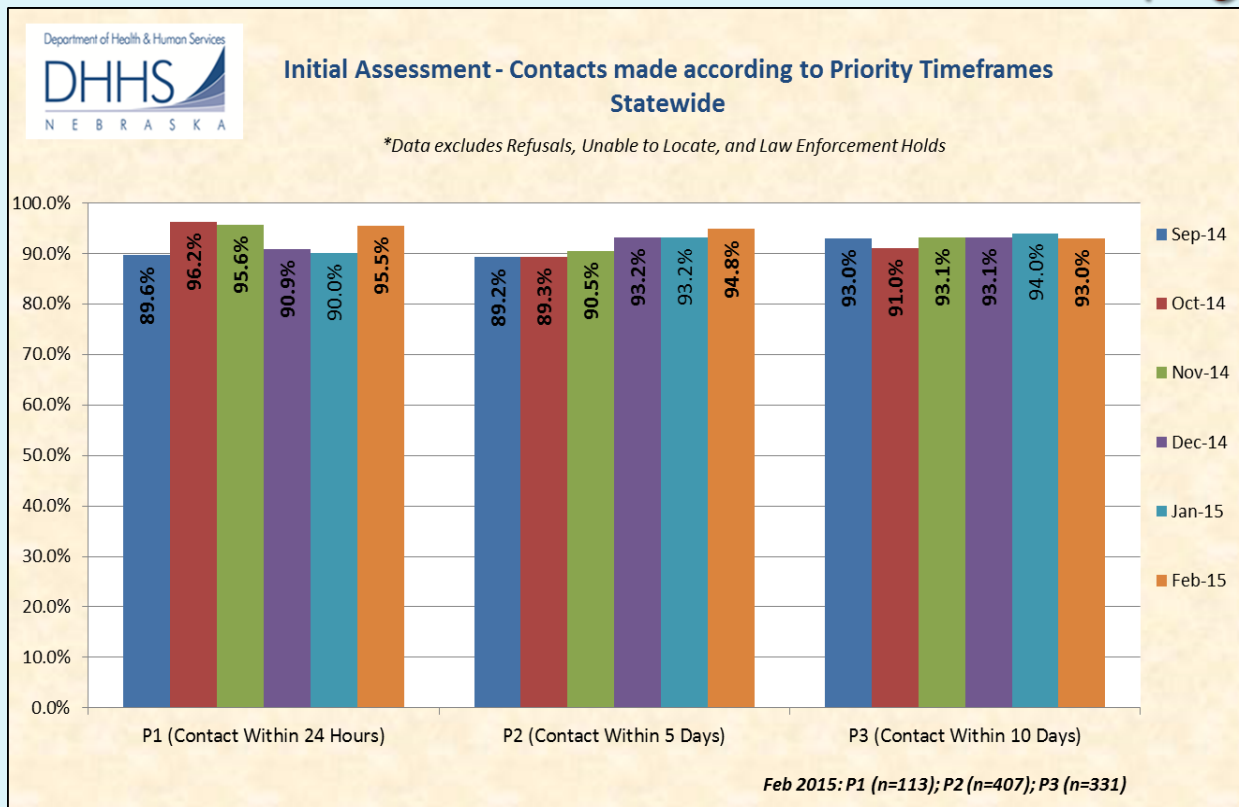
### Action Items:

### CQI Team Priority:

- Western Service Area

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Count Missed by Admin	
Omaha-Spears	7
Santee - Thomas	3
Winnebago- Painter	8
SESA-Jelinek	1
SESA - Bro	4
ESA-Baker	11
ESA - Pitt	2
WSA-Brooks	5
WSA-Batt	1
NSA - Ullrich	3
CSA - Zimmerman	4
<b>Total</b>	<b>49</b>

Reason for Missed Contacts	
No Assessment Found	27
Contact Not Timely	17
Incorrect ARP Number	1
No Contact Documented	4
<b>Total</b>	<b>49</b>

Note: Intakes accepted for APSS or OH investigations were included in this measure for the first time in November 2013.



Data is part of CFSR Item #1 (Timeliness of Initiating Investigations)

Data Review Frequency: Monthly

## IA – Contact Timeframes

### Strengths/Opportunities:

Feb 2015: ESA, SESA and NSA achieved 100% for P1 this month. NSA also achieved 100% for P3 this month.

### Barriers:

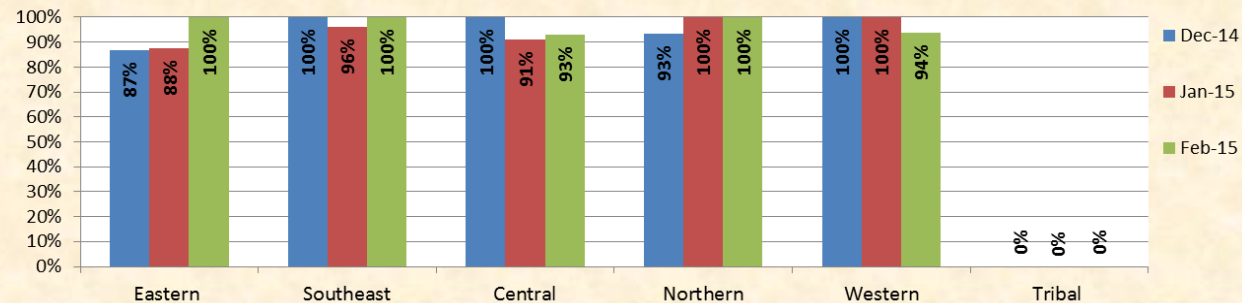
### Action Items:

Data Review Frequency: Monthly

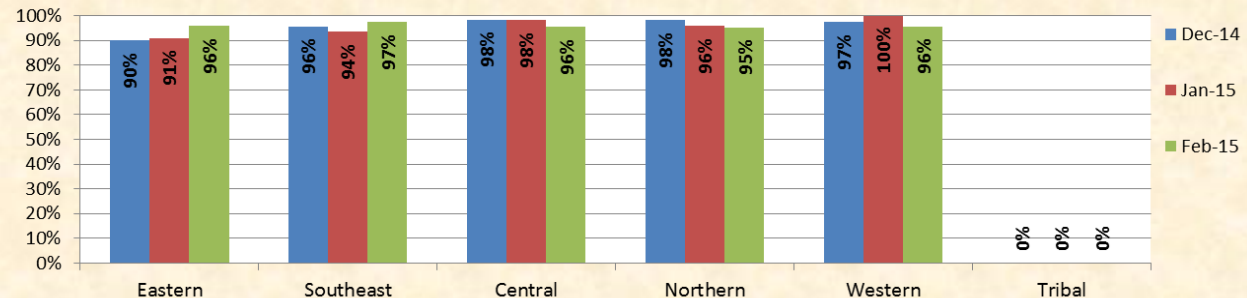
## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



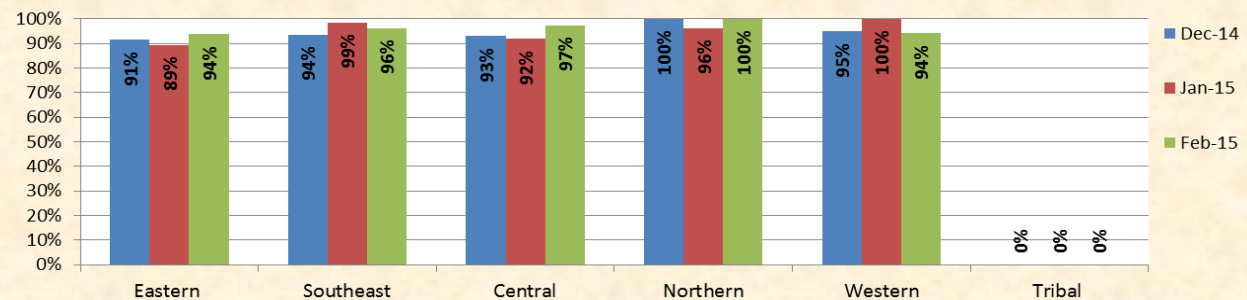
Initial Assessment - Accepted P1 Intakes - Contact Made within 24 Hours



Initial Assessment - Accepted P2 Intakes - Contact Made within 5 Days



Initial Assessment - Accepted P3 Intakes - Contact Made within 10 Days



Data is part of CFSR Item #1 (Timeliness of Initiating Investigations)

## Services to Family to Protect Children

### Strengths/Opportunities:

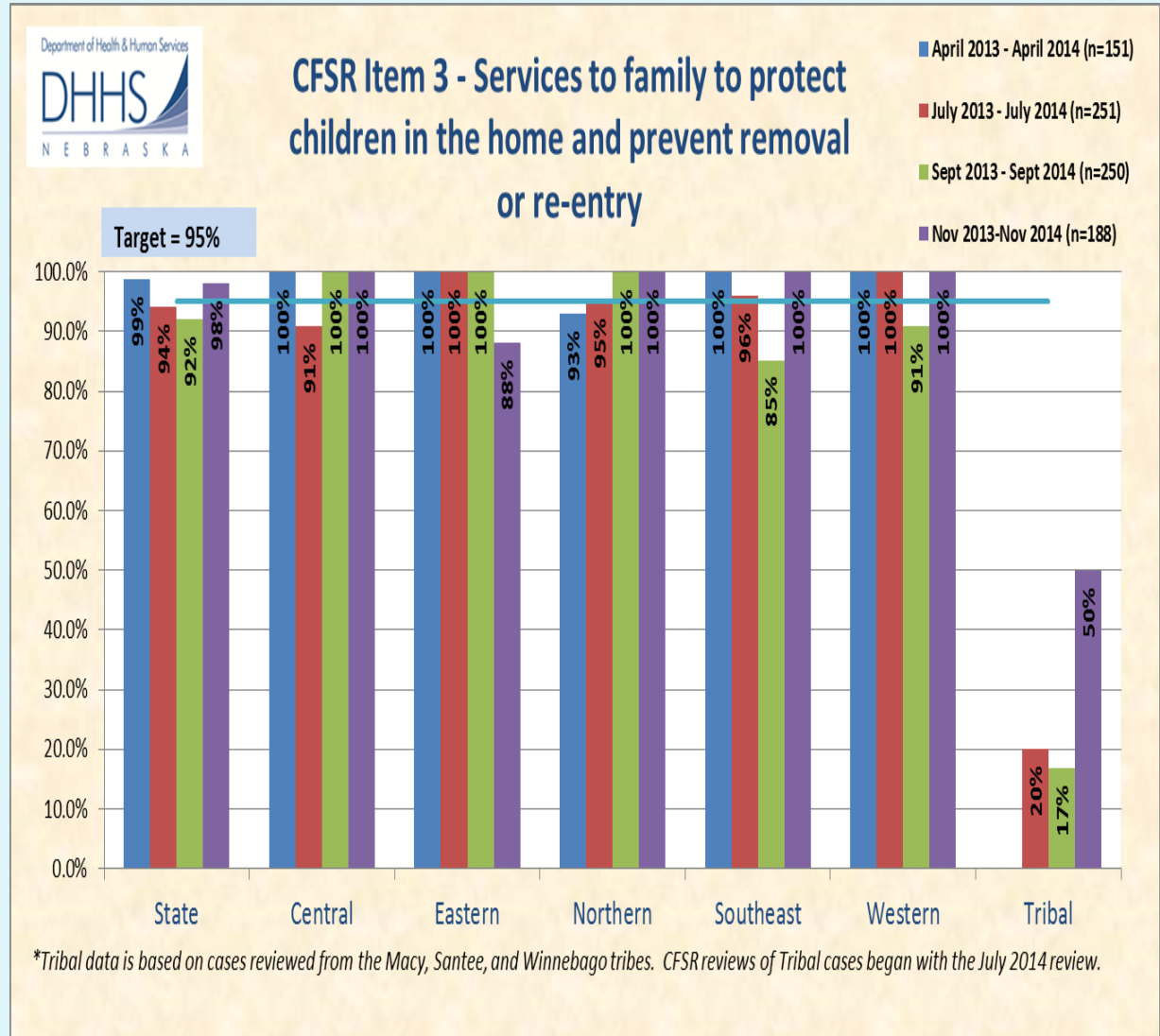
- Good documentation of efforts to maintain the children in the home.

### Barriers:

### Action Items:

### CQI Team Priority:

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data Review Frequency: Bi-Monthly



## Absence of Maltreatment in Foster Care

### Strengths/Opportunities:

Feb 2015: All Service Areas are currently meeting this goal. Statewide performance is 99.84%.

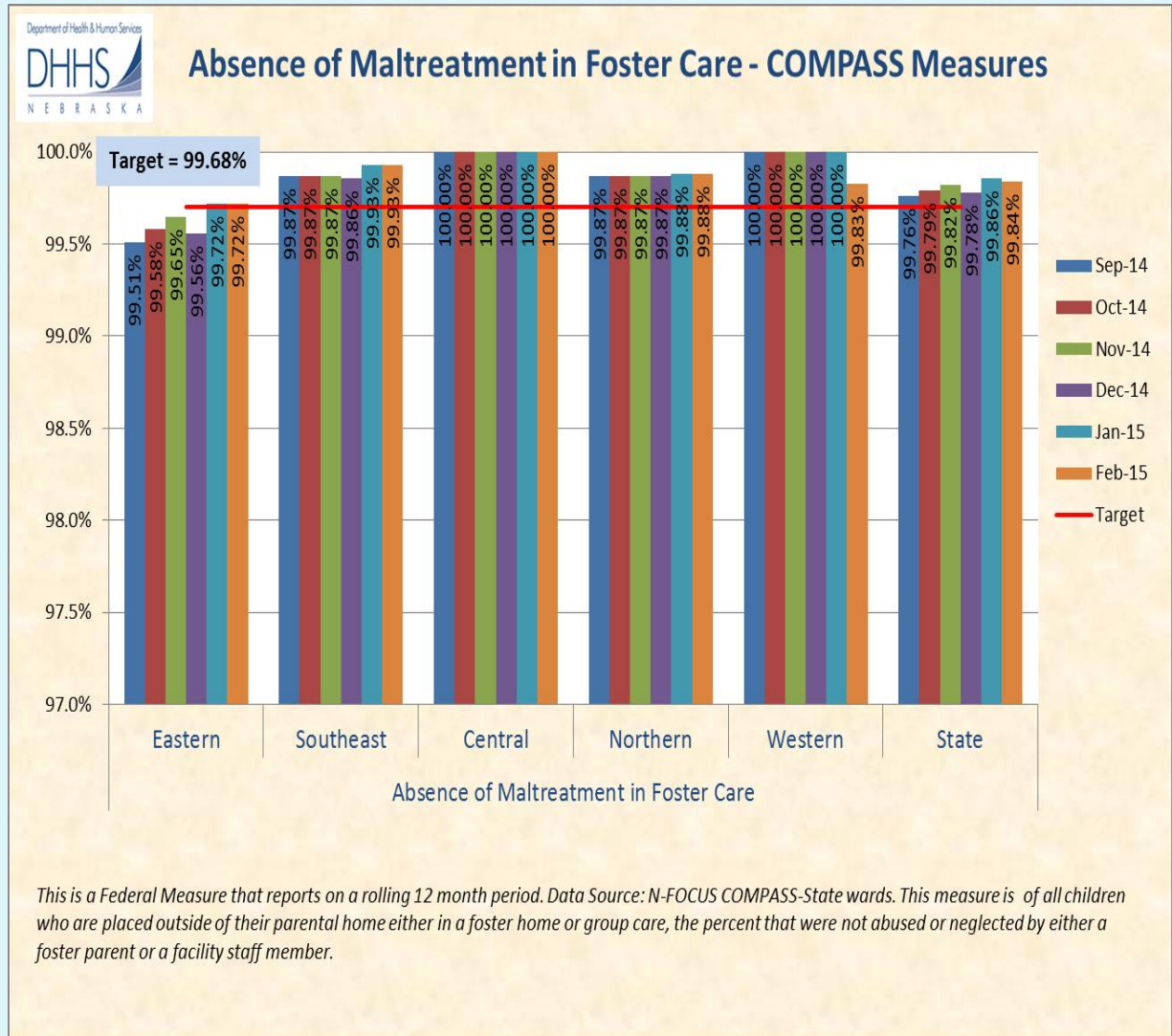
### Barriers:

### Action Items:

### CQI Team Priority:

\*Statewide External Stakeholder Team

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



**Data Review Frequency: Quarterly (March, June, September, December)**

## APSS Data

### Strengths/Opportunities:

Oct-Feb 2015: There were 243 APSS finalized statewide.

### Barriers:

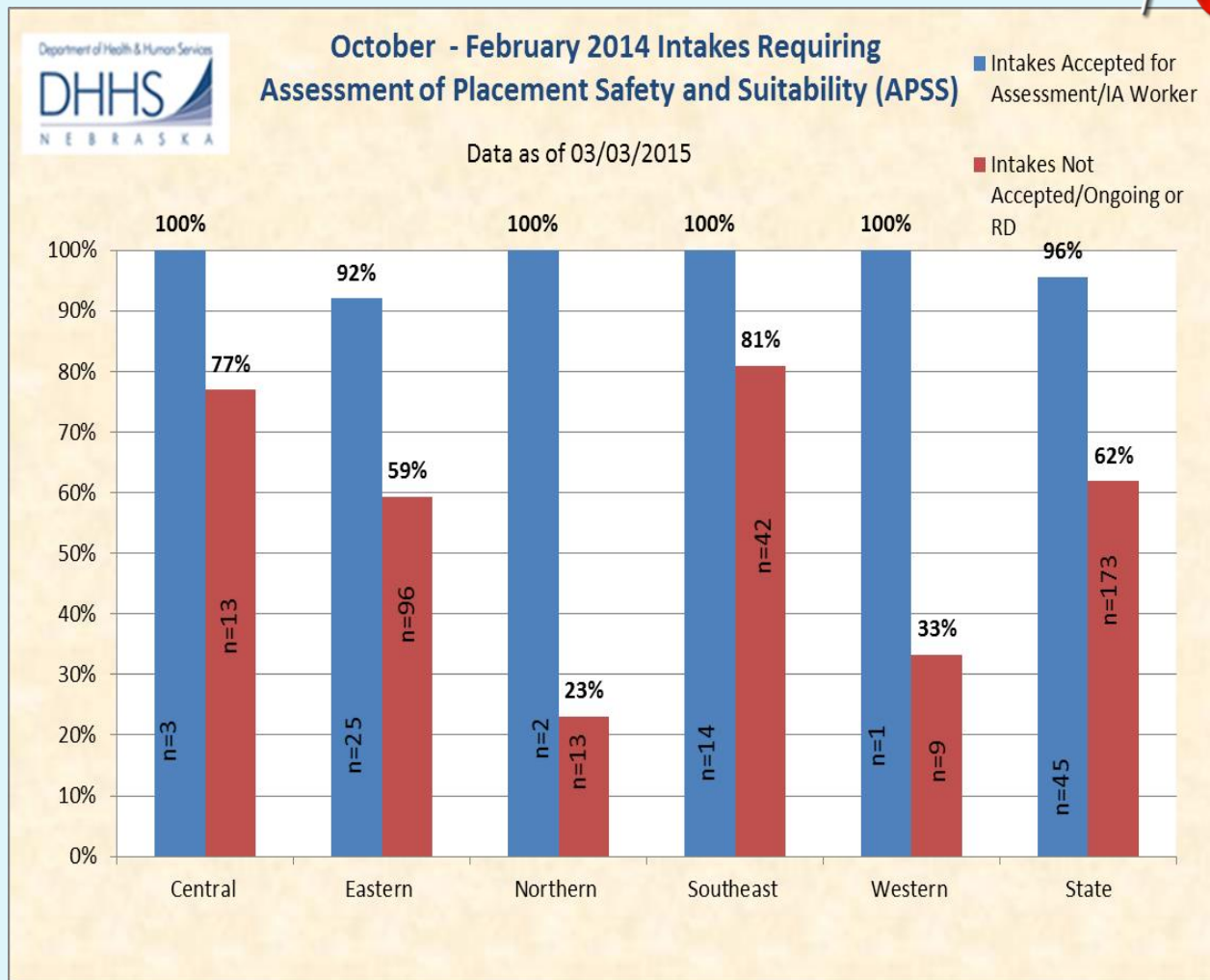
### Action Items:

\*Nannette Simmons and Jodi Allen will meet with the APSS workgroup to finalize APSS instructions/expectations and present at the next meeting.

\*Casey Smith and Stacy Scholten will take over this assignment and will bring recommendations for changes to the next meeting.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



The SDM Assessment of Placement Safety and Suitability (APSS) is a tool that is used to assess safety and care concerns for children placed in approved and licensed foster homes. When the intake on the foster home is accepted, the APSS is completed by an IA CFS Specialist, when it is not accepted (e.g. does not meet definition), it is completed by the ongoing CFS Specialist (in ESA, the FPS). *Assessments do not need to be in final status.*



Data is part of CFSR Item #4 (Risk and Safety Management).



## APSS Data

### Strengths/Opportunities:

Mar 2015: There were 545 APSS finalized statewide. 26% had a determination of conditionally suitable or unsuitable.

### Barriers:

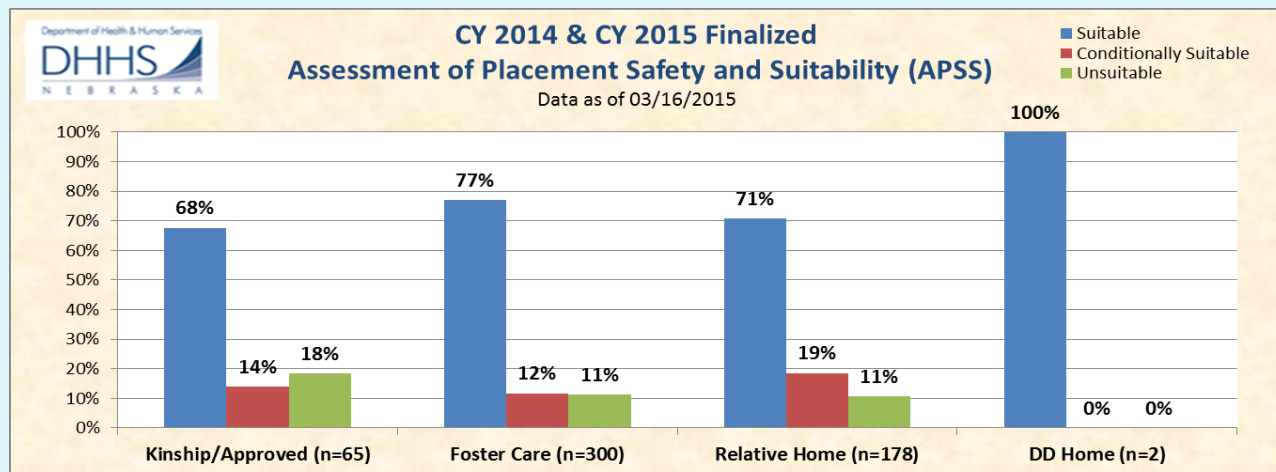
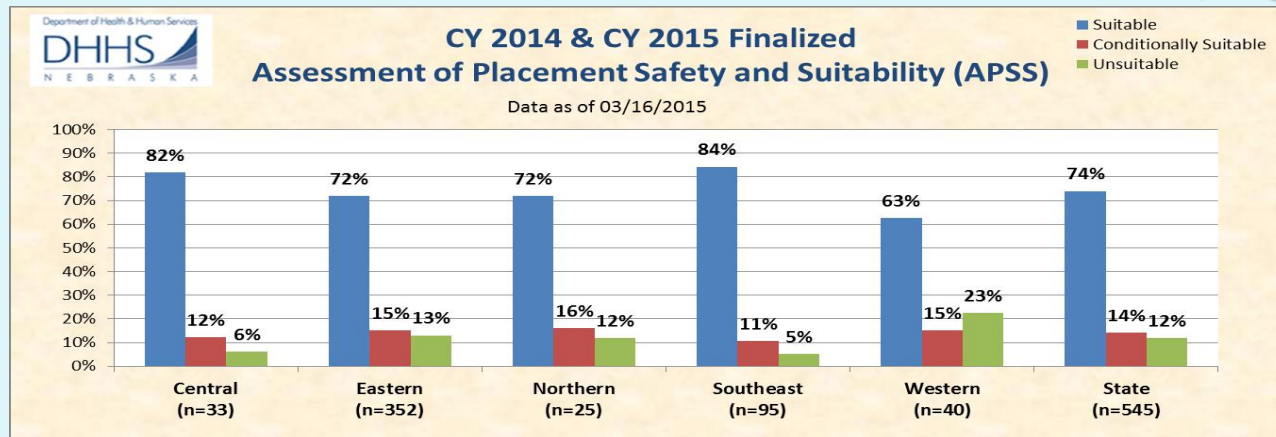
### Action Items:

\*Nannette Simmons and Jodi Allen will meet with the APSS workgroup to finalize APSS instructions and expectations and present at the next meeting. Workgroup members will include Doug K, Tracy P, Ashley G and Sherri H.

\*Casey Smith and Stacy Scholten will take over this assignment and will bring recommendations for changes to the next meeting.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



The SDM Assessment of Placement Safety and Suitability (APSS) is a tool that is used to assess safety and care concerns for children placed in approved and licensed foster homes. When the intake on the foster home is accepted, the APSS is completed by an IA CFS Specialist, when it is not accepted (e.g. does not meet definition), it is completed by the ongoing CFS Specialist (in ESA, the FPS).

### Definitions:

**Suitable** – Based on the information available (at this time), there are no child concerns in this placement.

**Conditionally Suitable** – Based on interventions, the child will remain in the household at this time. An intervention plan is required.

**Unsuitable** – Removal from the household is the only protective intervention possible for one or more children. Without removal, one or more children will likely be in danger of serious harm or in an unsuitable care arrangement



Data is part of CFSR Item #4 (Risk and Safety Management).



## SDM Risk Re & Reunification Assessments

### Strengths/Opportunities:

#### # of All Youth with No Finalized Risk-Re or Reunification Assessments

	Jan	Feb	Mar
State	55	78	74
CSA	7	7	11
ESA	9	15	20
NSA	10	29	15
SESA	12	9	13
WSA	17	18	15

### Barriers:

### Action Items:

\* Policy Team will review and provide direction on which SDM Assessments should be completed for 3A No Faults & 3C Cases.

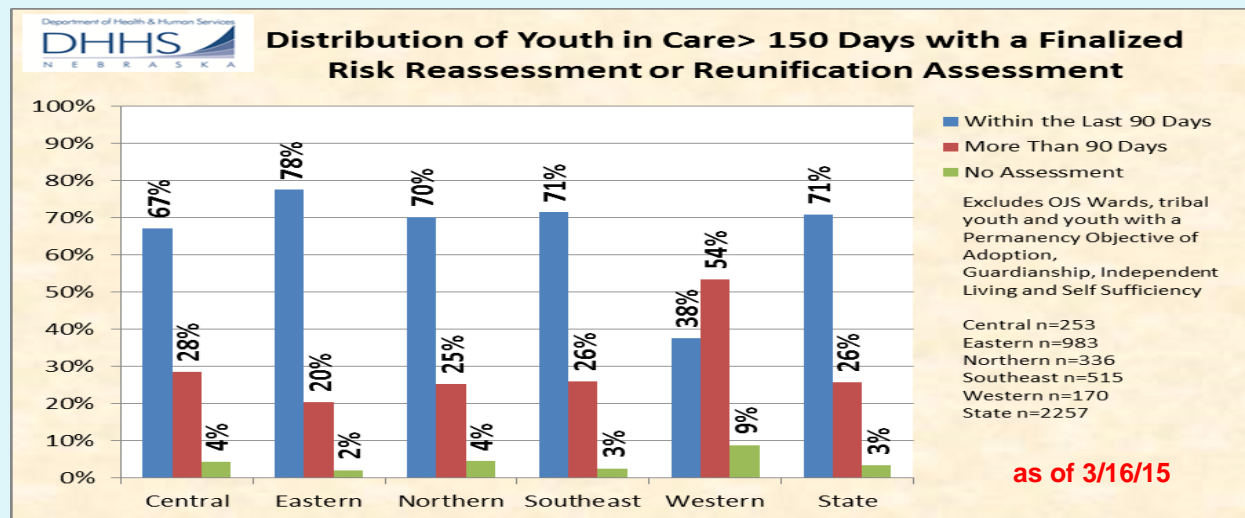
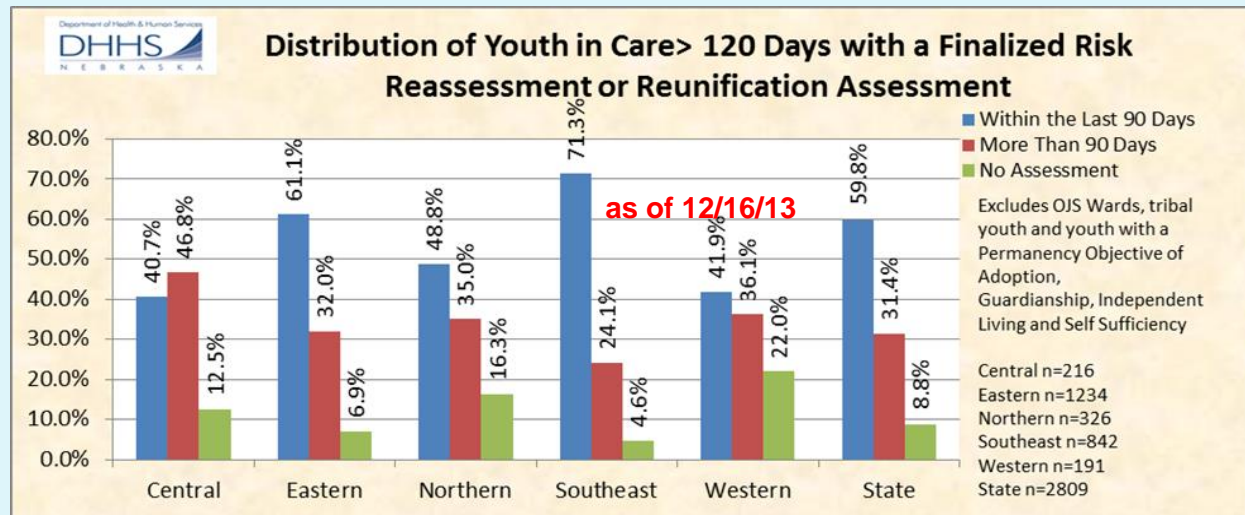
### CQI Team Priority:

\* Western Service Area

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Note: Data includes youth in ALL adjudication types



Data is part of CFSR Item #4 (Risk and Safety Management).





## SDM Family Strengths and Needs Assessment (FSNA)

### Strengths/Opportunities:

# of ALL Youth with No Finalized FSNA			
	Jan	Feb	Mar
State	25	48	43
CSA	11	6	5
ESA	1	2	5
NSA	1	10	4
SESA	5	7	7
WSA	7	23	22

### Barriers:

### Action Items:

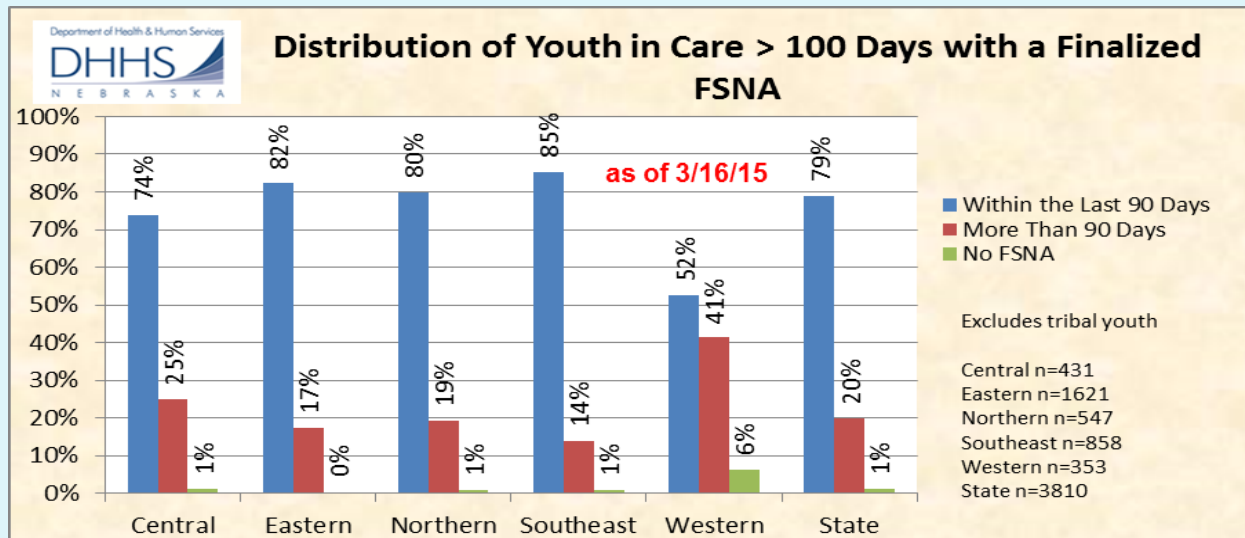
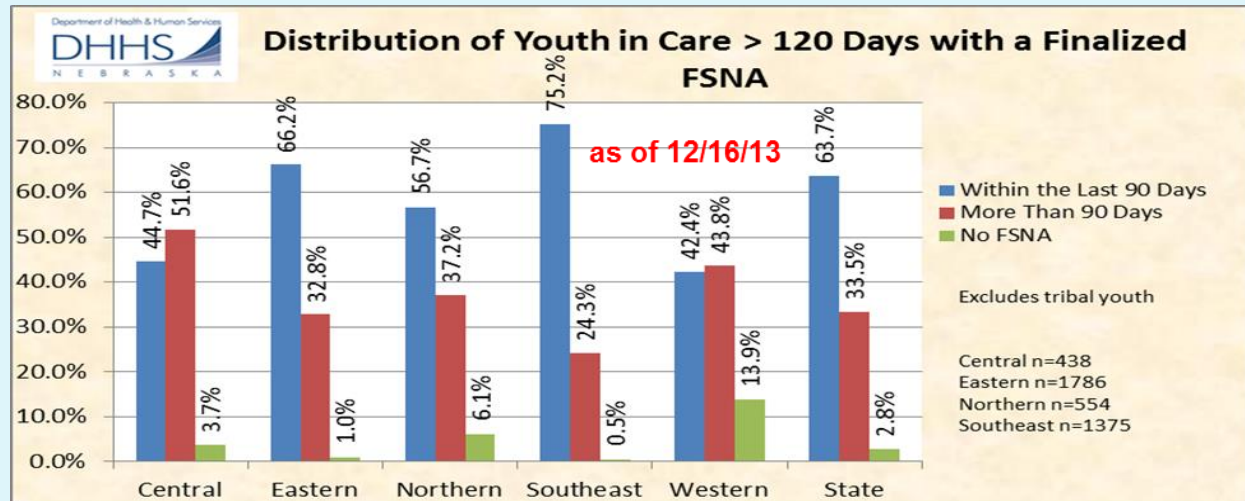
\* Policy will provide additional direction for initial FSNA timeframes.

### CQI Team Priority:

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

Data Review Frequency: Monthly

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Note: Data includes youth in ALL adjudication types



Data is part of CFSR Item #4 (Risk and Safety Management).

## SDM Administrative Reviews

### Strengths/Opportunities:

Feb 2015: Decrease to 0 Admin Reviews.

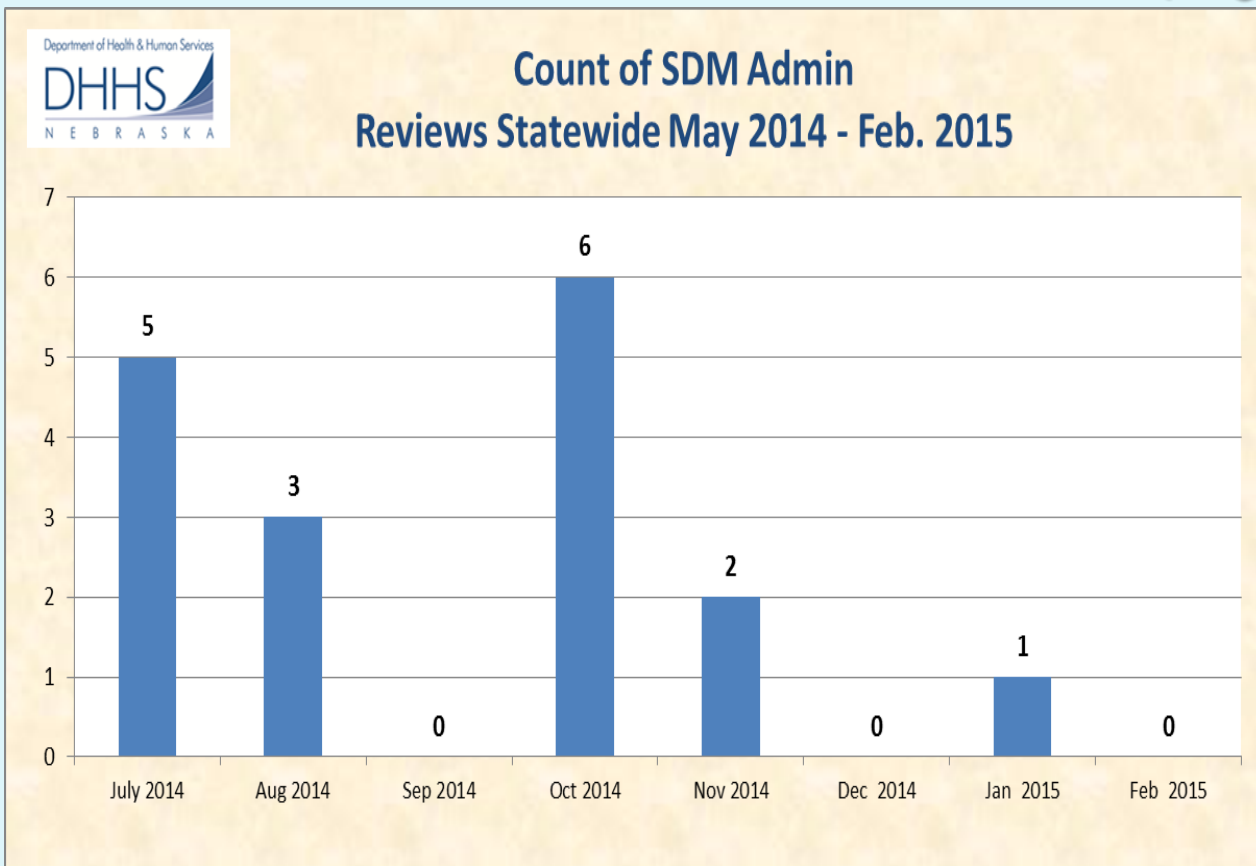
### Barriers:

### Action Items:

### CQI Team Priority:

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



This represents the count of Administrative Reviews sent by the QA unit to alert the Worker, Supervisor and Administrator of possible safety concerns due to lack of information or error in completion and scoring of the SDM assessment.

*Note: The number of SDM Admin Reviews could have been impacted by the change in SDM QA Reviews that were implemented in July 2014.*

**Data Review Frequency: Monthly**



Data is part of CFSR Item #4 (Risk and Safety Management).

# CHAPTER 3: PERMANENCY

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**OUTCOME STATEMENT: CHILDREN WILL ACHIEVE  
TIMELY PERMANENCY (Reunification, Guardianship,  
Adoption and Independent Living)**

**Goal Statement: Front End – Children will remain home whenever  
safely possible. Children in out-of-home care will achieve timely  
permanency**

## Youth Placed Out of State

### Strengths/Opportunities:

March 2015: On Mar 16<sup>th</sup>, 2015 – there were 157 youth placed outside of Nebraska.

- 35% - 55 of these youth are placed in congregate care.
- 49% - 77 of these youth are placed in neighboring states (IA, KS, CO, MO and SD).

### Total Number of Youth Out of State:

March 2014 = 199

June 2014 = 150

July 2014 = 131

August 2014 = 130

September = 144

October = 146

November = 142

January = 133

February = 143

March = 157

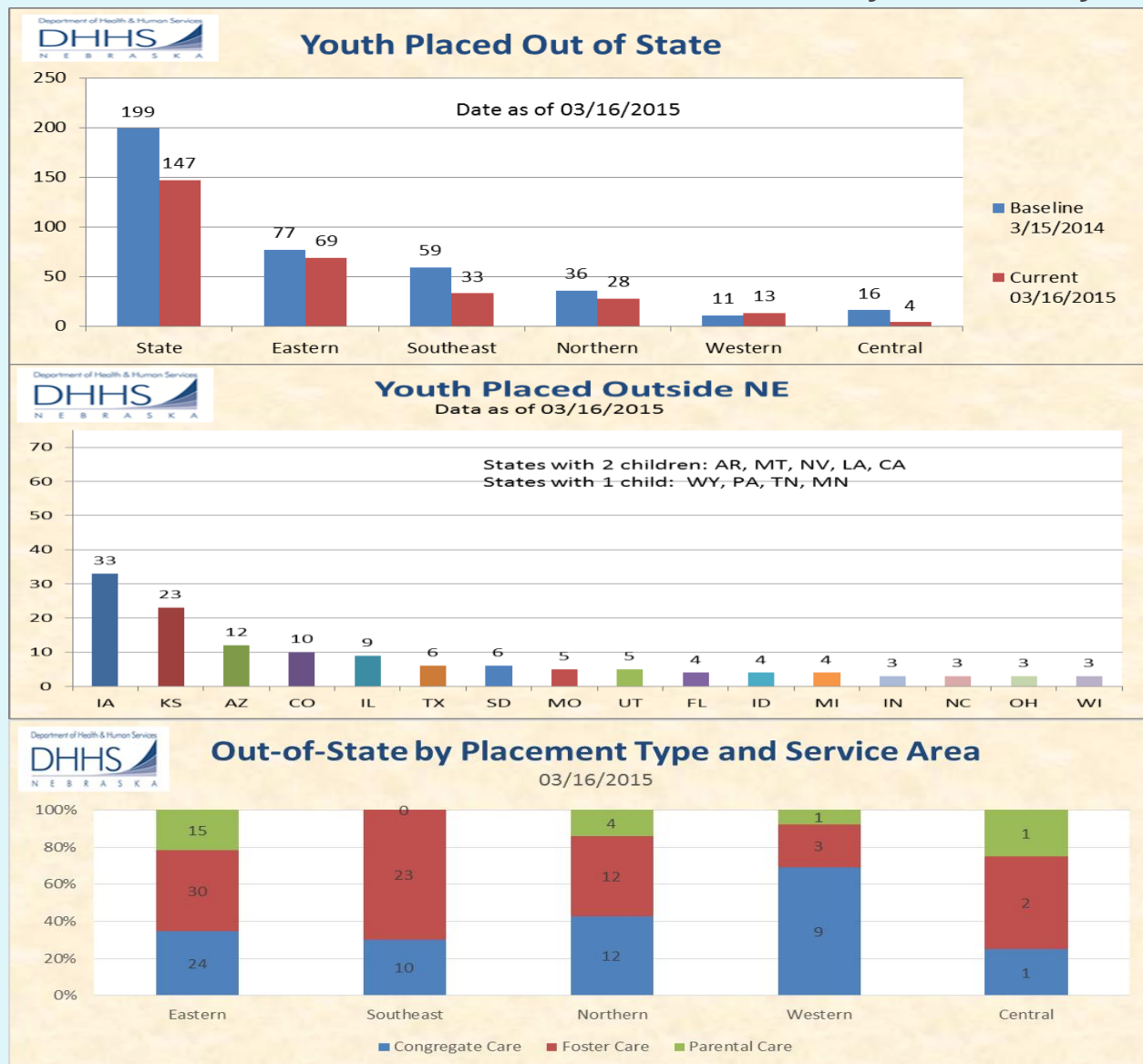
### Barriers:

### Action Items:

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



\*Includes all youth and all placements out of Nebraska (parent/congregate/foster). Excluding Tribal Youth.



## Youth Placed Out of State

### Strengths/Opportunities:

March 2015:

- 53% or 29 out of 55 of the youth placed in congregate care are placed in the following neighboring states – IA, KS, CO, MO, and SD. At times, placement in these bordering states is in closer proximity to the youth's parents.
- 3 youth have been placed in congregate care for 2 or more years.
- 55% or 30 out of 55 of the youth in congregate care have been in out of state placement for over 180 days (6 months or more).

### Barriers:

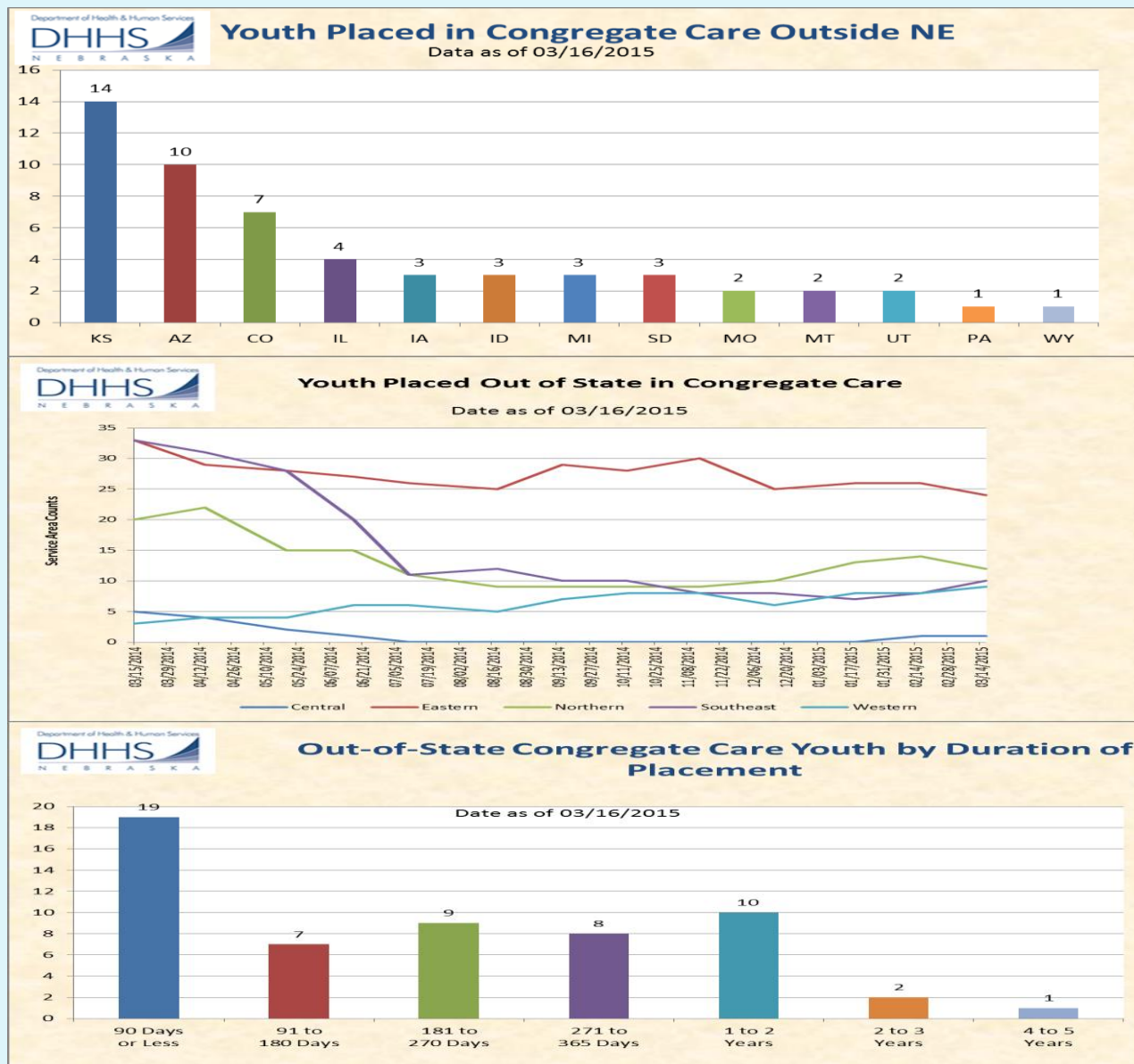
### Action Items:

### CQI Team Priority:

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



\*Includes all youth and all placements out of Nebraska (parent/congregate/foster). Excluding Tribal Youth.



## CFS Supervisor Periodic Review

### Strengths/Opportunities:

Feb 2015:

\*Statewide = 87.1%

\*Highest Performance = YRTC (100.0%)

\*Lowest Performance = Tribes (2.3%)

### Barriers:

### Action Items:

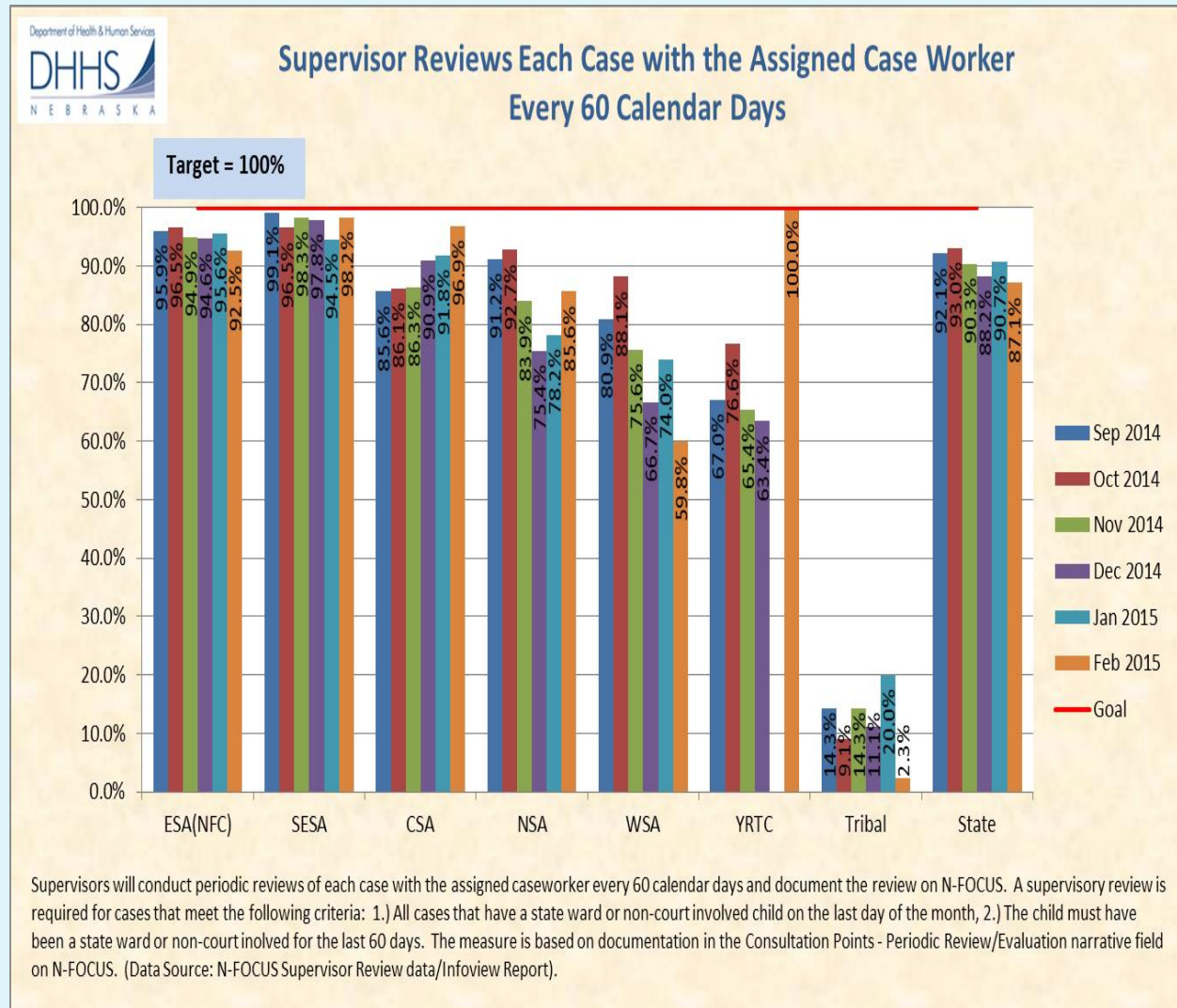
\*Lara Novacek will lead a workgroup to review expectations for all consultation points and supervisory reviews. Workgroup will make recommendations to the statewide CQI team for discussion. Consultation Point Memo has been revised and send out to the field (3/2015).

### CQI Team Priority:

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data for Systemic Factor #21 (Periodic Review). Data added to CQI document on 8/2014**

## Permanency Hearings

### Strengths/Opportunities:

- Permanency Hearings Occurring in 85% of the cases reviewed by the FCRO for children in care 12+ months. This number is an increase from 82% from the previous quarter.

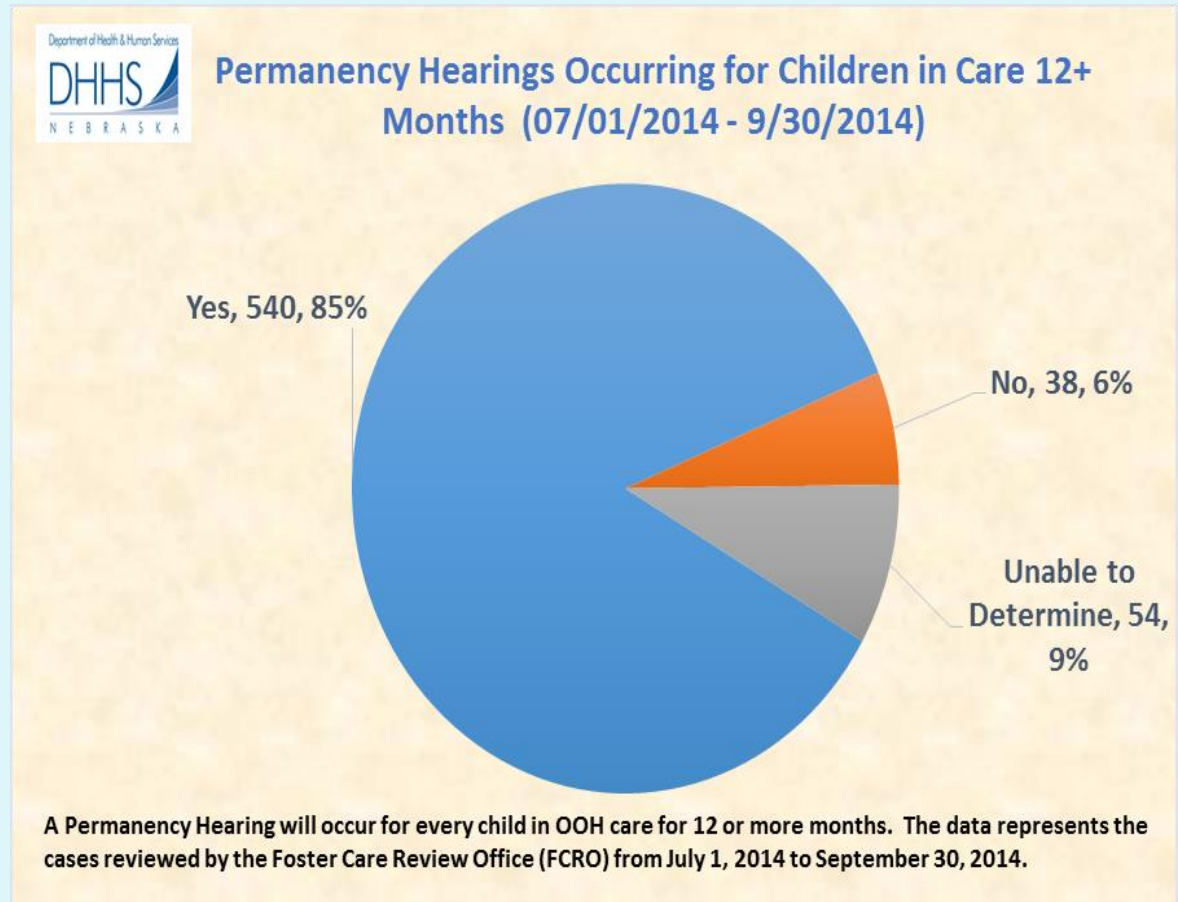
### Barriers:

### Action Items:

### CQI Team Priority:

**Data Review Frequency: January and July**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data for Systemic Factor #21 (Periodic Reviews). Data added to CQI document on 8/2014

## Permanency Hearings

### Strengths/Opportunities:

- Court Reviews Occurring every 6 months in 95% of the cases reviewed by FCRO. This number is a slight decrease from 97% in the previous quarter.

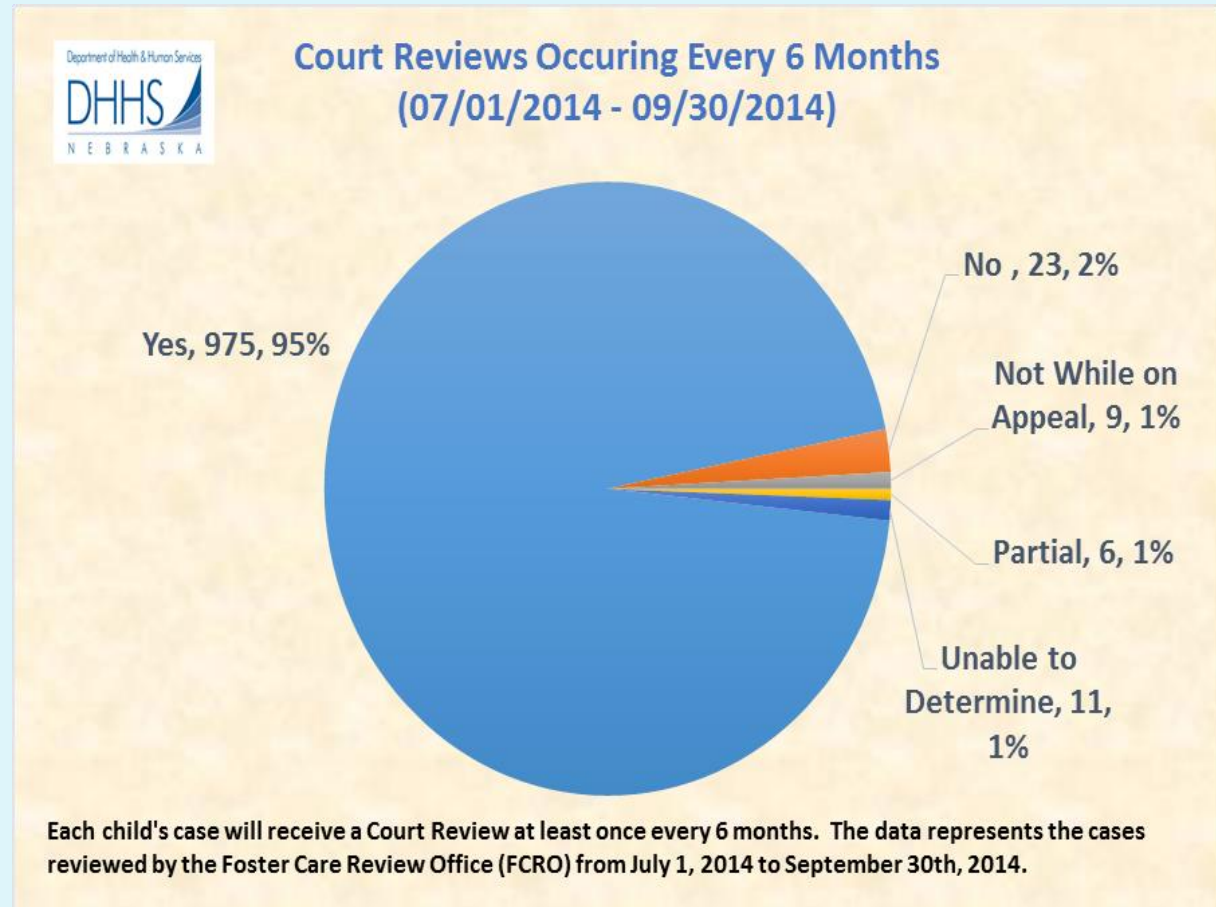
### Barriers:

### Action Items:

### CQI Team Priority:

**Data Review Frequency: January and July**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data for Systemic Factor #22 (Permanency Hearings). Data added to CQI document on 8/2014

## Notice of Hearings and Reviews to Caregivers

Strengths/Opportunities:

Barriers:

Action Items:

CQI Team Priority:

**Data Review Frequency: Monthly**

**OUTCOME STATEMENT: Children Will Achieve Timely Permanency**



Insert Chart with data from Foster Parent Satisfaction Surveys.

Data will be available in August 2015



Data for Systemic Factor #24 (Notice of Hearings and Reviews to Caregivers). Data added to CQI document on August 2015.

## Termination of Parental Rights

Strengths/Opportunities:

Barriers:

Action Items:

CQI Team Priority:

**OUTCOME STATEMENT: Children Will Achieve Timely Permanency**



Insert Charts with the following data:

- 1.) 15 out of 22 with TPR Hearing Held – FCRO Data
- 2.) Total Number of Youth with TPR completed on both parents.

Data will be available in February 2015

**Data Review Frequency: Monthly**



Data for Systemic Factor #23 (Termination of Parental Rights). Data added to CQI document on date to be determined.



## Placement Change Documentation w/in 72 hours

### Strengths/Opportunities:

Feb 2015: Increase in statewide performance (90.3%).

*State performance was at 56% in May 2012.*

### Barriers:

### Action Items:

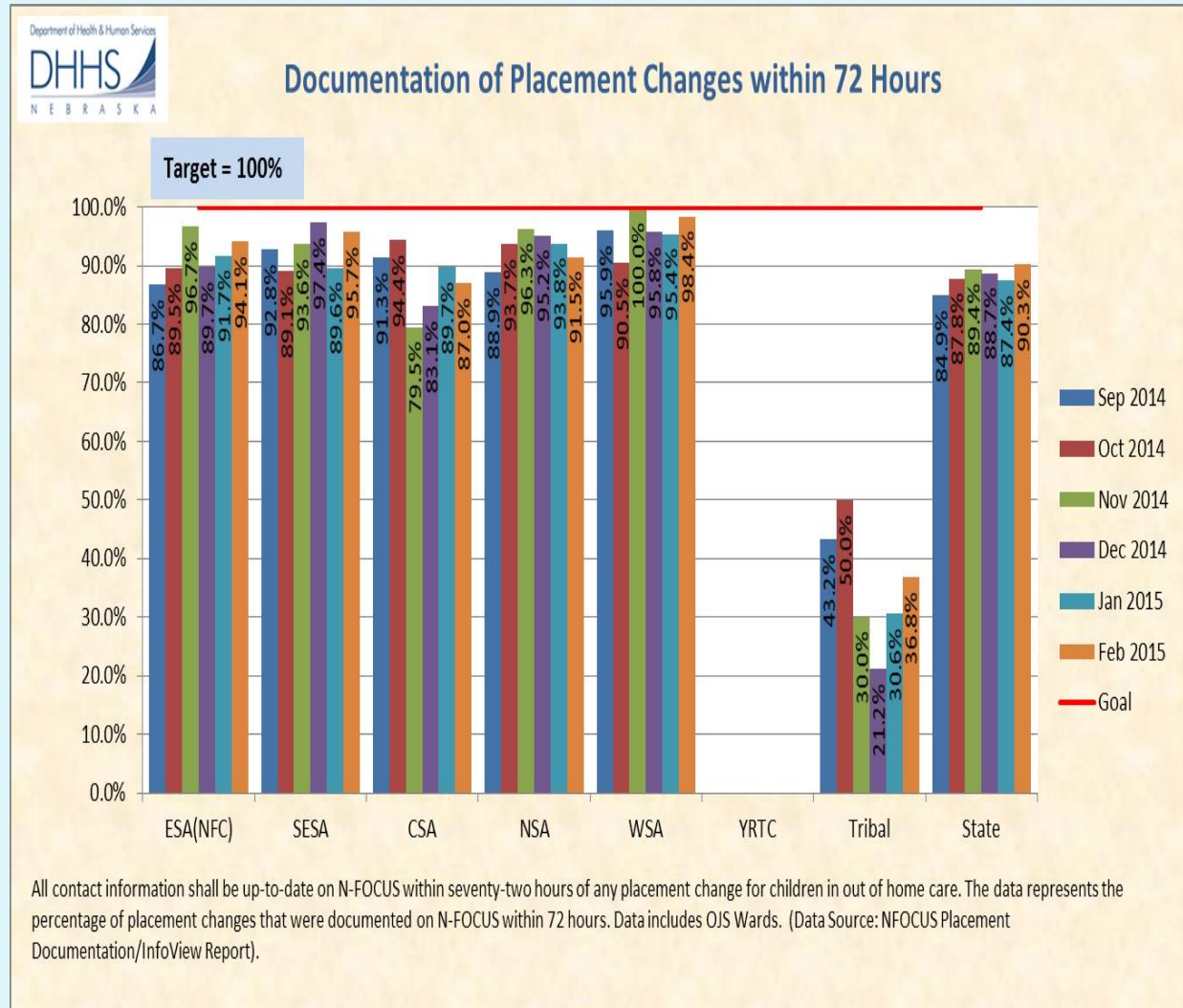
### CQI Team Priority:

\*Northern Service Area

\*Tribes

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Monthly**

## Family Team Meeting Frequency

### Strengths/Opportunities:

Feb 2015: State performance increased to 93.0%. **ESA has the highest score at 99.1%.** Tribes have the lowest score at 3.7%.

*Note: The State performance was at 76.2% in May 2012.*

### Barriers:

-Lack of documentation in tribal cases.

### Action Items:

\* Lindy Bryceson will lead a workgroup to review and revise FTM Policy, Training and Expectations.

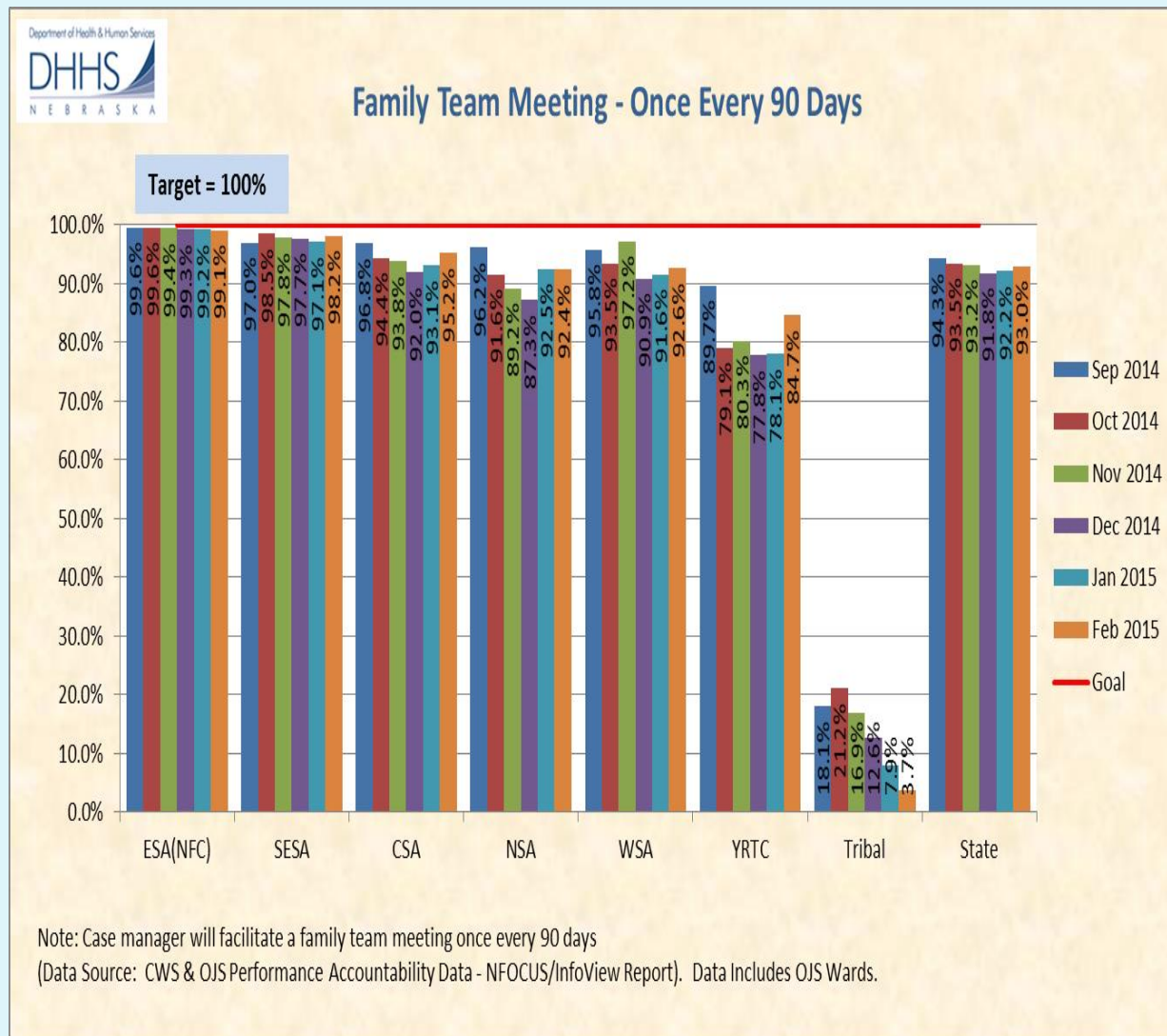
### CQI Team Priority:

\*Northern Service Area

\*Tribes

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Monthly



## Family Team Meeting Quality

### Strengths/Opportunities:

Dec 2014: The three areas needing the most improvement are:

1. Father Involvement: 18.6%
2. Informal Support Involvement: 16.4%
3. Reflection of Next Steps: 25.5%

### Notes:

\* The Frequency of the FTM Quality Reviews was changed to quarterly after September 2015. The next QA review is taking place in March 2015 and data will be available in April 2015.

\* The frequency and content of the QA reviews will be adjusted to meet the needs following the implementation of the new FTM Quality Policies and Training Guides.

### Barriers:

### Action Items:

### CQI Team Priority:

\*Eastern and Western Service Areas

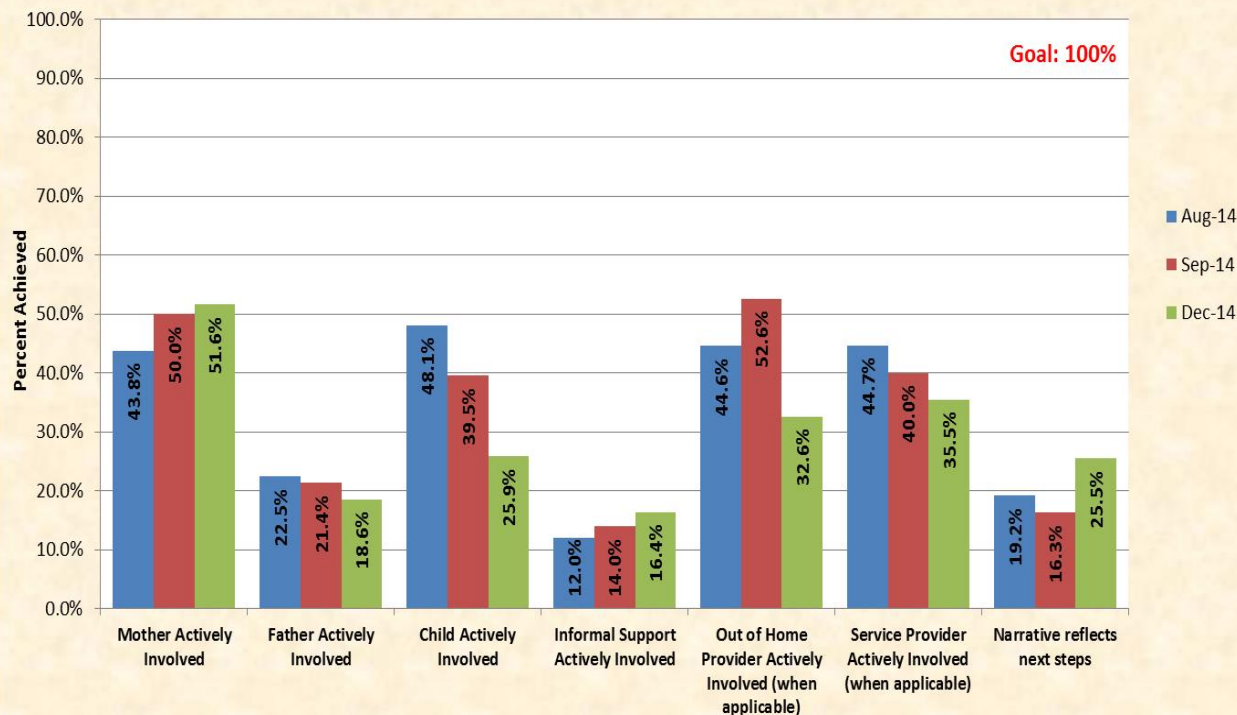
\*Tribes

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



### Statewide - FTM Quality Documentation Reviews



Number of FTM reviews by month: July 2014: 92, August 2014: 100, September 2014: 100, December 2014: 110.

This review looks at documentation of Family Team Meetings for an identified child to determine if:

- Key **team members** are actively involved in at least **50%** of the Family Team Meeting's held within a 6 month review period.
- Key **topic areas**: At least **\*one** of the identified key topic area was discussed in at least **50%** of the Family Team Meetings held within a 6 month review period.

\*Key topic areas include: Safety, Risk, Permanency/Concurrent Planning, Parenting Concerns/Child Behavior Concerns, Case Plan Development/Progress, Visitation, and Well-Being

This review began in July 2014.

Data Review Frequency: Quarterly



Data is part of CFSR Item #18 (Child and Family Involvement in Case Planning).



## Case Plans Created within 60 Days

### Strengths/Opportunities:

Feb 2015: 76.2% of the Case plans are created within 60 days of the youth entering into custody. YRTC has the highest number of case plans created in 60 days (100.0%) and Tribes have the lowest (0.0%).

### Barriers:

### Action Items:

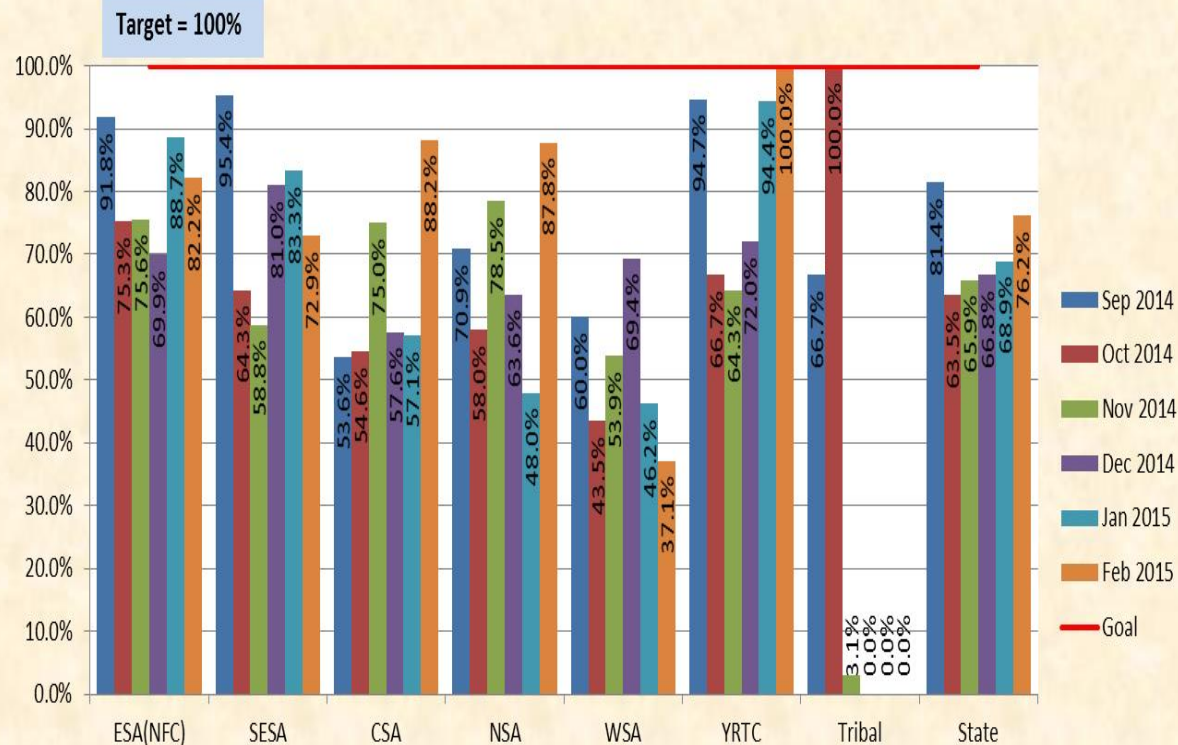
\*Nannette Simmons/Lindy Bryceson will review ASFA requirements and expectations around a concurrent permanency goals and provide direction to training and field staff.

### CQI Team Priority:

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case Plans created within 60 calendar days of youth becoming a ward or a child in a non-court involved case.



All children shall have a written Case Plan on NFOCUS within 60 calendar days of becoming a ward or child in non-court involved case. The data represents the percentage of Case Plans created on N-FOCUS within 60 calendar days of the child's legal status change to ward or non-court involved child. Data includes OJS Wards. (Data Source: NFOCUS Case Plan Documentation/InfoView Report).



## Case Plan Quality

### Strengths/Opportunities:

File review and interview with the CFS Specialist indicate that only 44% of the father's were actively involved in the completion of the most current case plan.

### Barriers:

### Action Items:

### CQI Team Priority:

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency

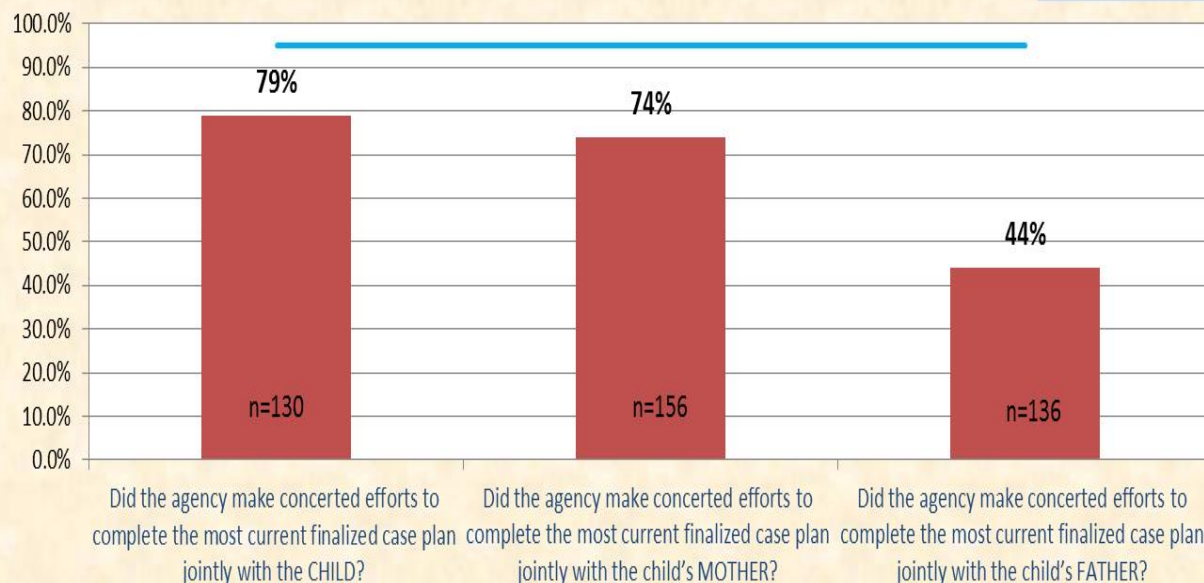


### Item #20: Written Case Plans

How do we know that the case review system is functioning statewide to ensure that each child has a **written case plan** that is developed jointly with the child's parent(s) and includes the required provisions?

PUR: Dec 2013-Dec 2014

Target = 95%



Source of Data: N-FOCUS documentation and interview with the case manager. Reviewers were able to speak to the current case manager for 85% or 160 out of 188 of the cases that were reviewed.



Data for Systemic Factor - Item #20 (Case Review System).

Data Review Frequency Every 2 Months

## Case Planning Involvement – CFSR 18

### Strengths/Opportunities:

*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

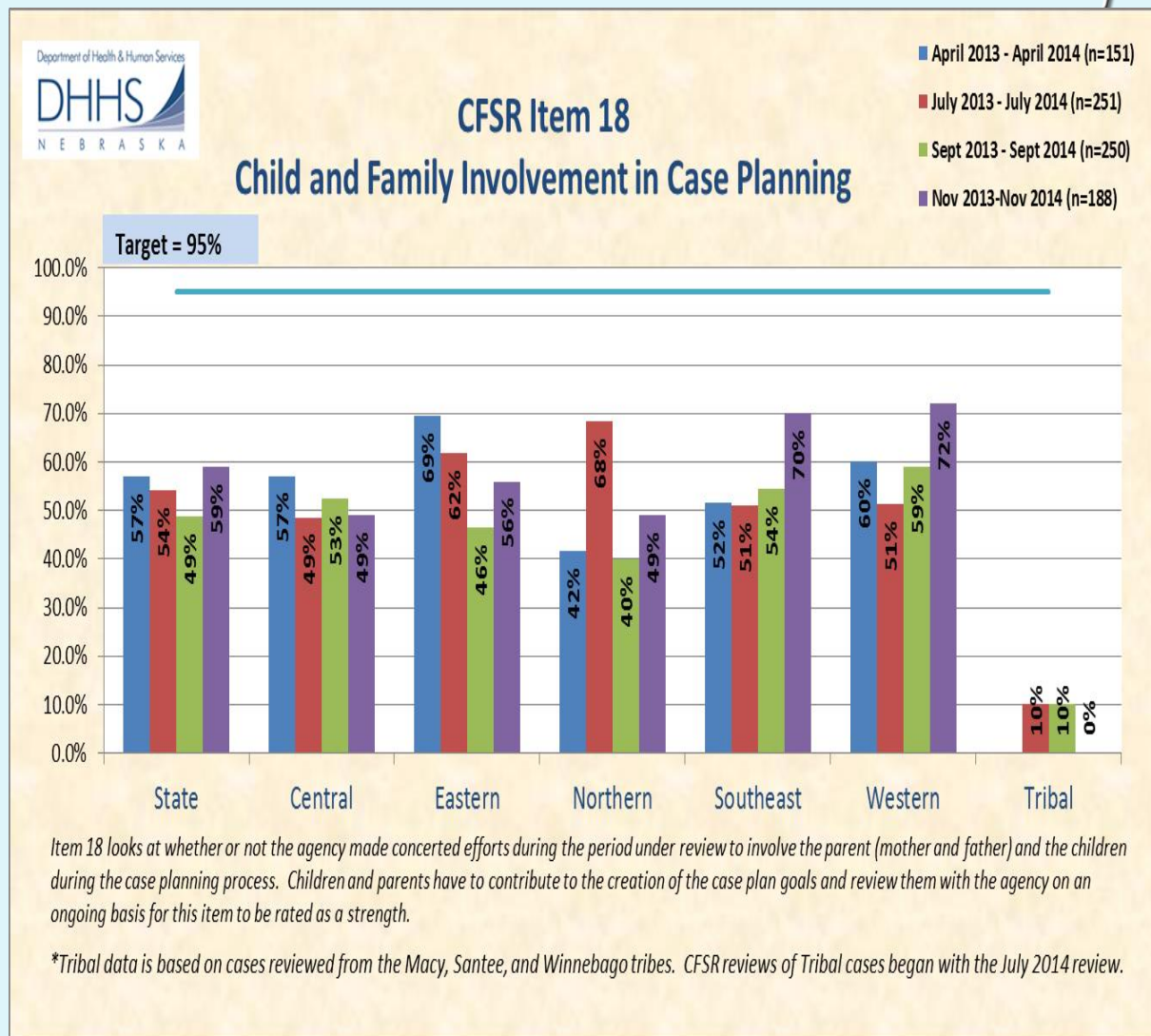
### Barriers:

- Lack of ongoing efforts to locate and/or engage non-custodial parent in case planning (in most cases, this is the child's father).
- Lack of ongoing efforts engage developmentally appropriate children in case planning.
- Lack of good quality documentation during family team meetings and face to face contacts between the worker, children, mother and father. Documentation should clearly state how the parent or youth was engaged in the creation of, ongoing evaluation and discussions regarding progress and needs related to case plan goals.

### Action Items:

- *Policy team will send a list of documents to scan on N-FOCUS.*
- *Policy team will review and expand non-custodial parent memo to include instructions for engaging the non custodial parent.*
- *CFSR Champion – Monica Dement & SESA; see CFSR Binder for additional Action Items.*
- *Monica Dement will send an electronic copy of case planning handout.*

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency





## Caseworker Contact with Parent CFSR 20

### Strengths/Opportunities:

*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Lack of ongoing efforts to visit with the child's non custodial parent (in most cases, this is the child's father).
- Lack of good quality documentation during face to face contacts between the worker and the child's mother and father.

### Action Items:

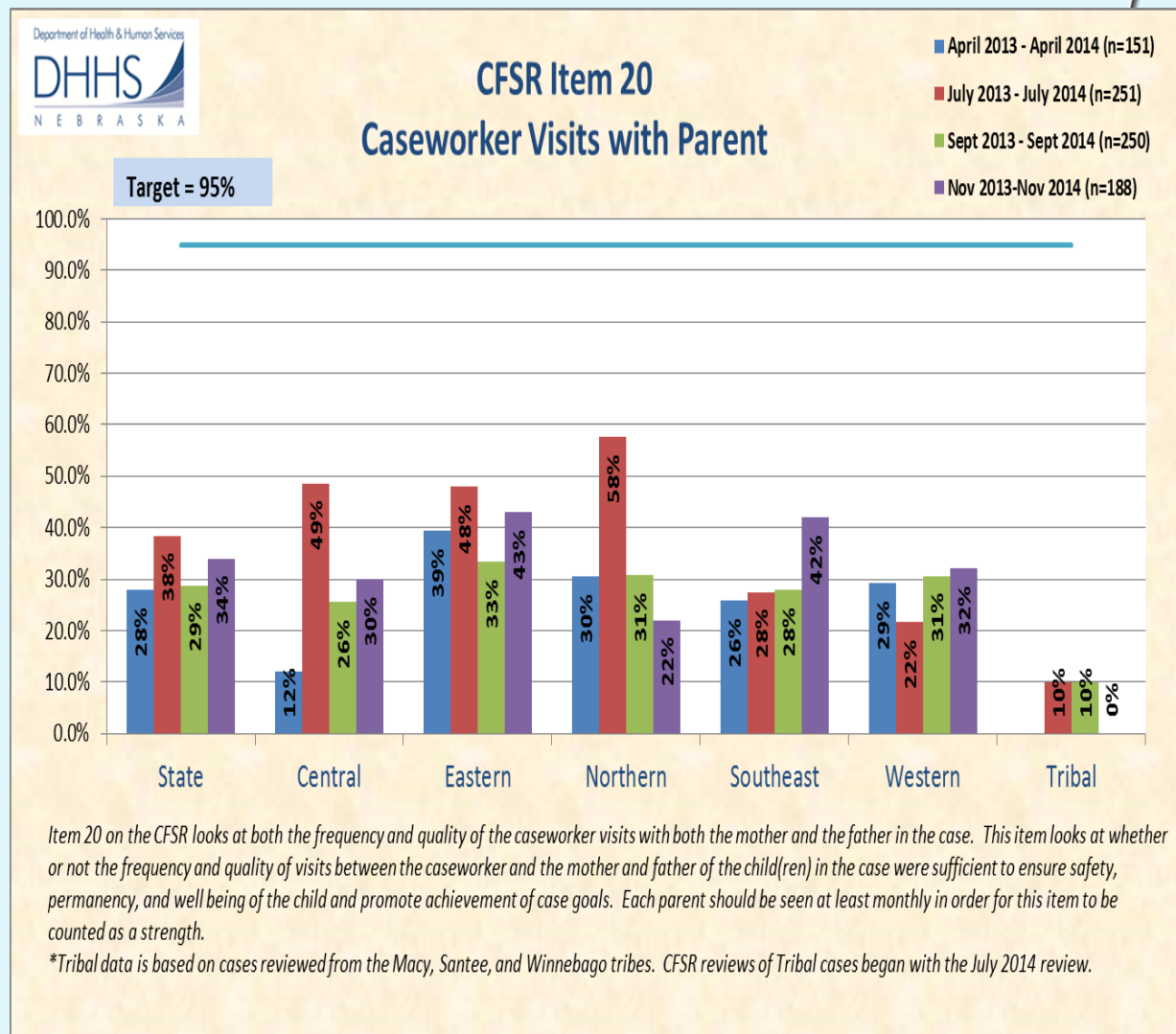
- Policy team will update procedures memo to include clarification regarding parent contact when the child's permanency goal is something other than reunification or family preservation.
- *CFSR Champion – Lynn Castrianno & ESA; see CFSR Binder for additional Action Items.*

### \*CQI Team Priority:

Central Service Area

*\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.*

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Bi-Monthly

## Worker Contact with Mother and Father

### Strengths/Opportunities:

Statewide-Feb 2015:

Decrease in contact with mothers (68.9%).  
Fathers saw an decrease to 40.8%.

*\* Note: The performance accountability report was modified to require a contact for all parents whose rights are still intact regardless of the child's permanency goal. Prior to this, the report did not require a parent contact for all youth whose permanency goals were adoption, guardianship or independent living.*

### Barriers:

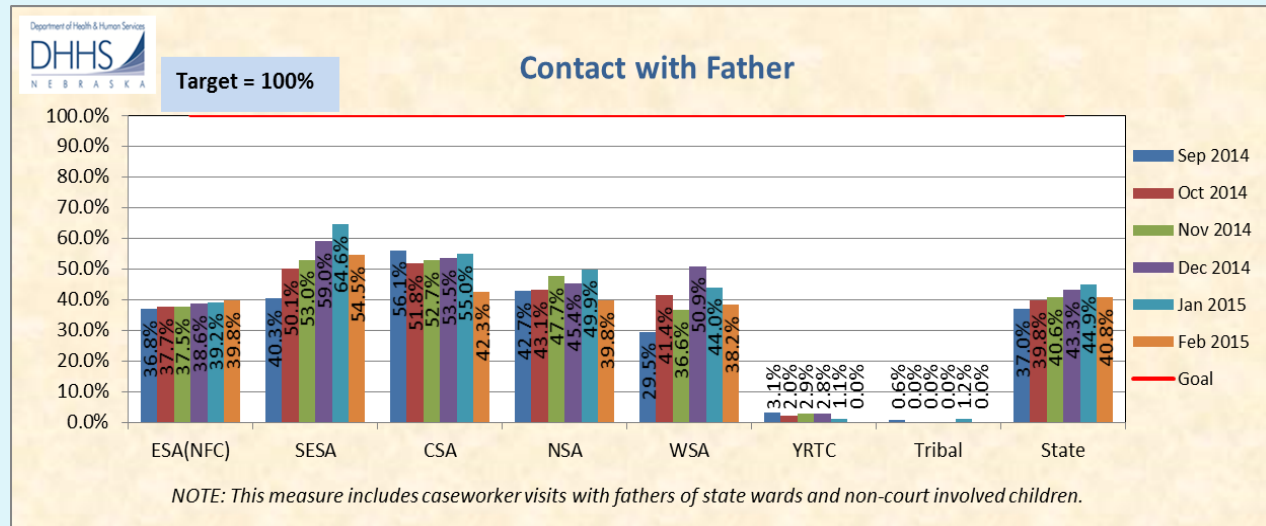
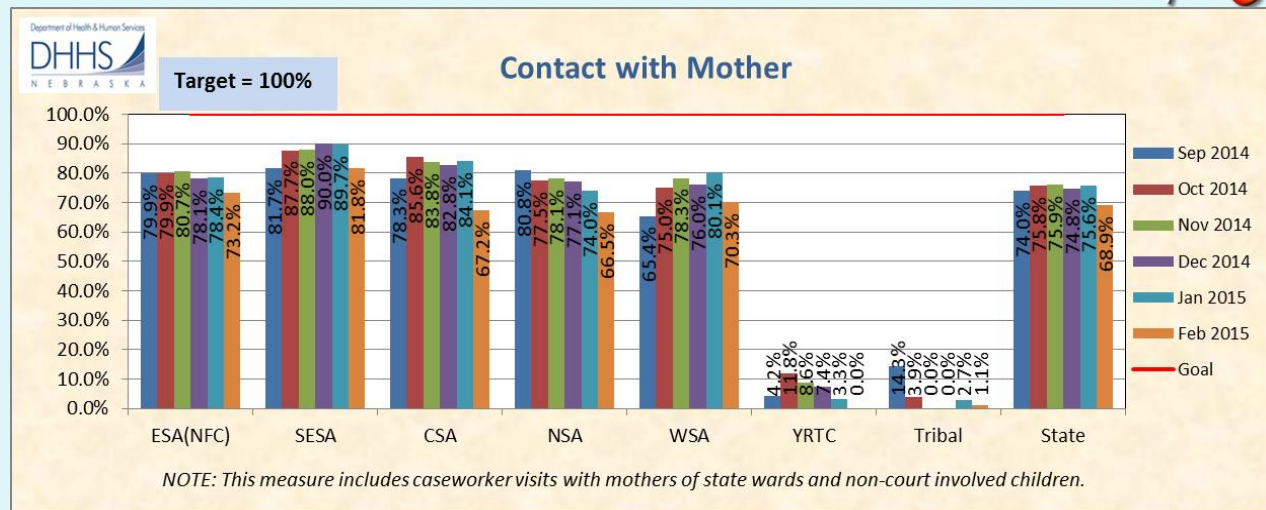
\* Identification and engagement of non-custodial parents, especially fathers.

### Action Items:

- Lindy Bryceson and Policy Team will develop a quick tip or provide additional guidance to staff to assist with efforts to locate and engage the non-custodial parent, especially when working with a mother who does not want to involve the child's father in non court cases.
- Policy team will research guidance from other states and provide information to CFS staff.
- Doug Beran and team will consult with Policy team and make changes to performance accountability reports and charts as needed.

Data Review Frequency: Monthly

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



\*Note: Data includes parent contact in both court & non-court involved cases.



Data is part of CFSR Item #20 (Caseworker visit with mother/father). Data added to CQI document on 6/2014

## Child, Parent & Foster Parent Needs Assessment – CFSR 17

### Strengths/Opportunities:

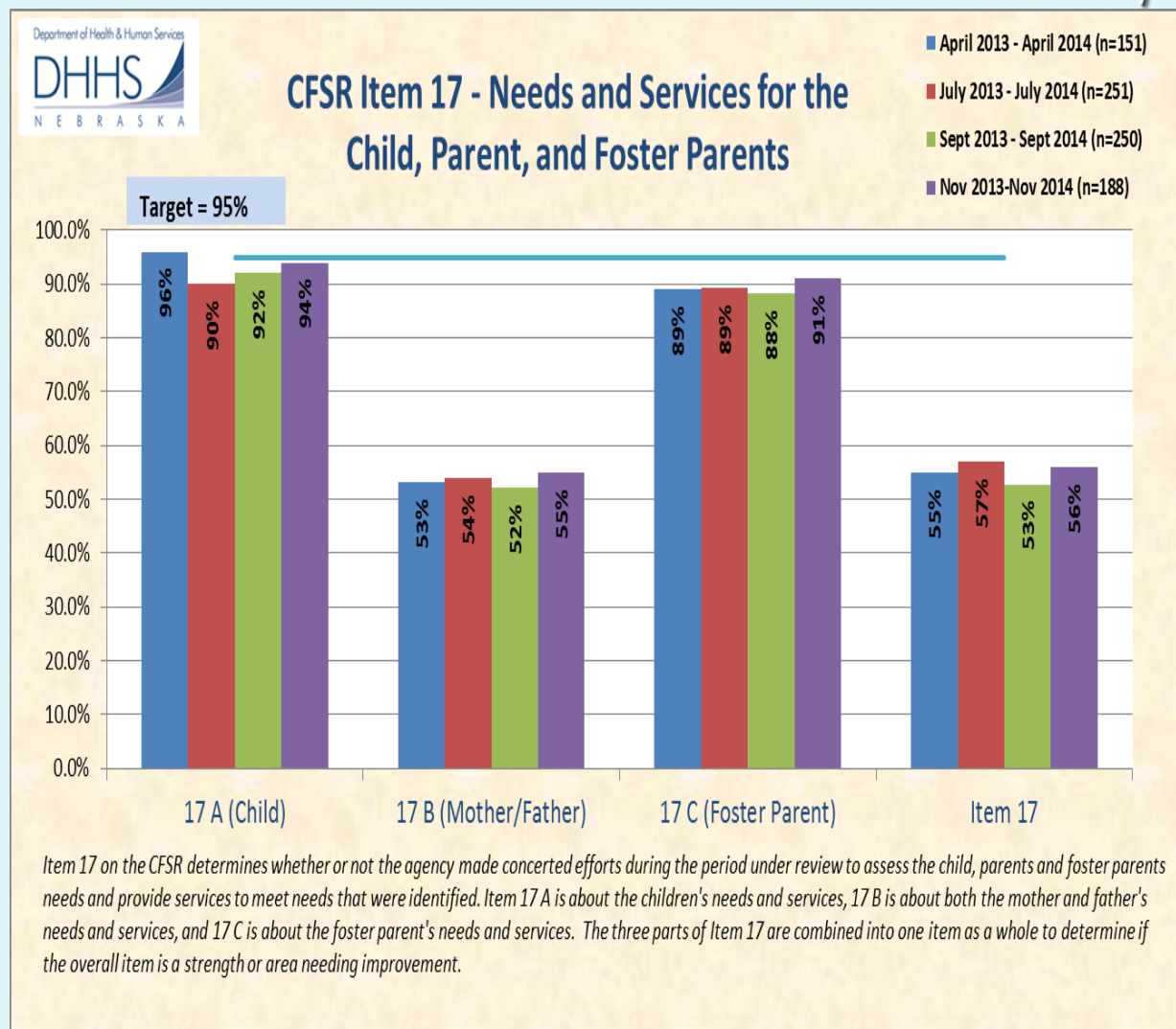
*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Lack of good quality documentation during face to face contacts between the worker and the child. Documentation should contain sufficient information to address safety, permanency and well-being.

### Action Items:

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



## Federal Visitation with State Wards

### Strengths/Opportunities:

Feb 2015: New Fed Fiscal Year began in October 2013. The Federal Measure is 90%, this will increase to 95% in 2015. NE has set goal at 95% in preparation for the change with the federal measure. **State performance decreased to 94.9% this month. Performance is 98% and above for all Service Areas, 83% for YRTC, and 30.7% for Tribal Cases.**

*Note: In SFY11, NE reported 48.4% monthly child contact with this federal measure! WOW!!!*

### Barriers:

-Lack of documentation in tribal cases

### Action Items:

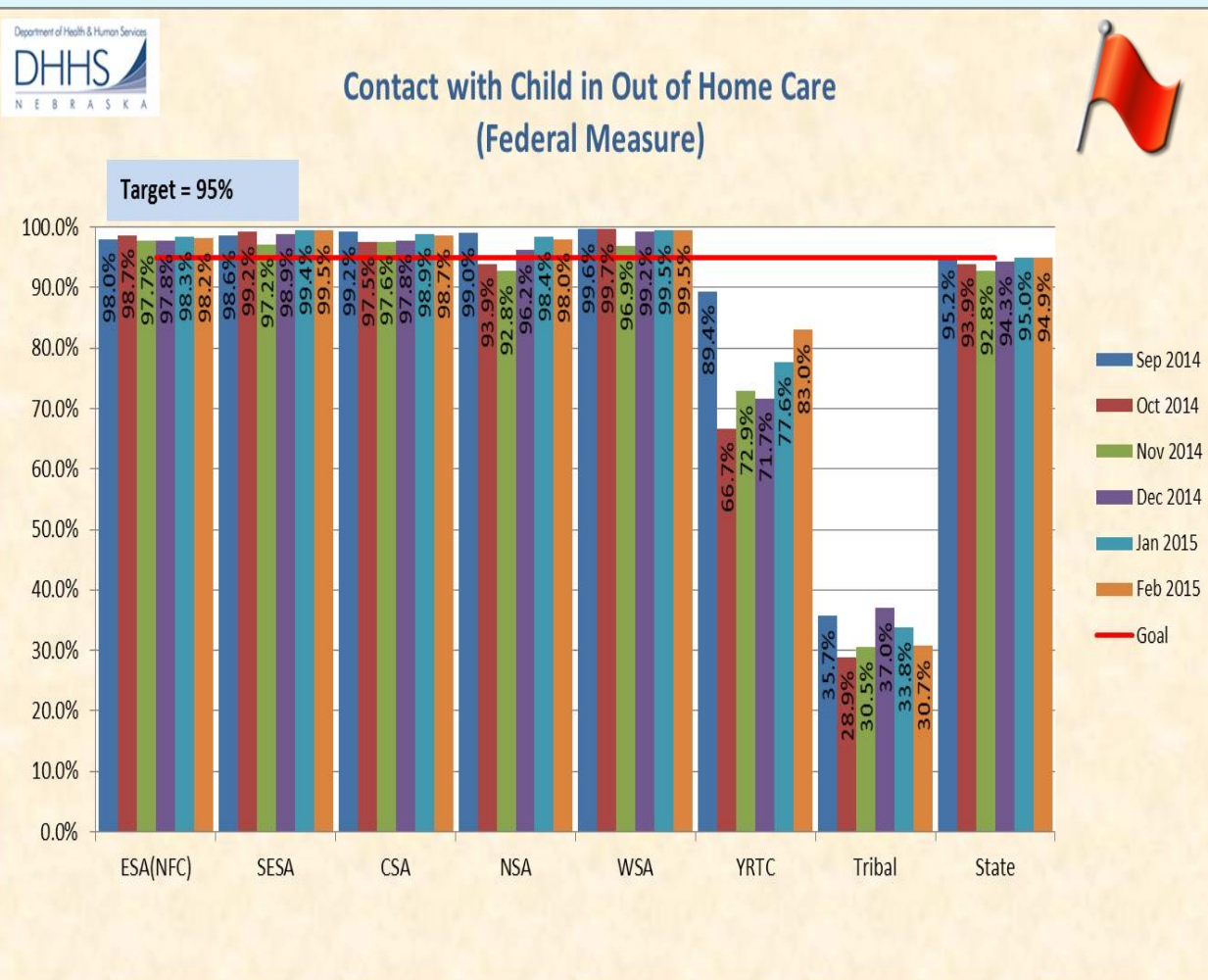
### CQI Team Priority:

\*Tribes

*\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.*

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case manager will have monthly face to face contact with the child. This federal visitation requirement is a cumulative measure for the federal fiscal year (October to December). Youth are required to be visited 95% of the months they are in out of home care. Data includes OJS Wards. (Data Source: Federal Visitation Data - NFOCUS/InfoView Reports). Starting Aug 2014 – data includes court youth placed at home on trial home visit.



Data is part of CFSR Item #19 (Caseworker visit with the child).





## Monthly Contact with State Wards and Non-Court Involved Child

### Strengths/Opportunities:

Feb 2015: Non Court Case - statewide performance increased to 95.5%.

*Note: In May 2012, the state performance was at 53.4% for this measure.*

Feb 2015: State Wards – statewide increase to 94.8%. SESA had the highest percentage at 99.4%. YRTC saw a decrease to 19.1% this month.

### Barriers:

-Lack of documentation in tribal cases

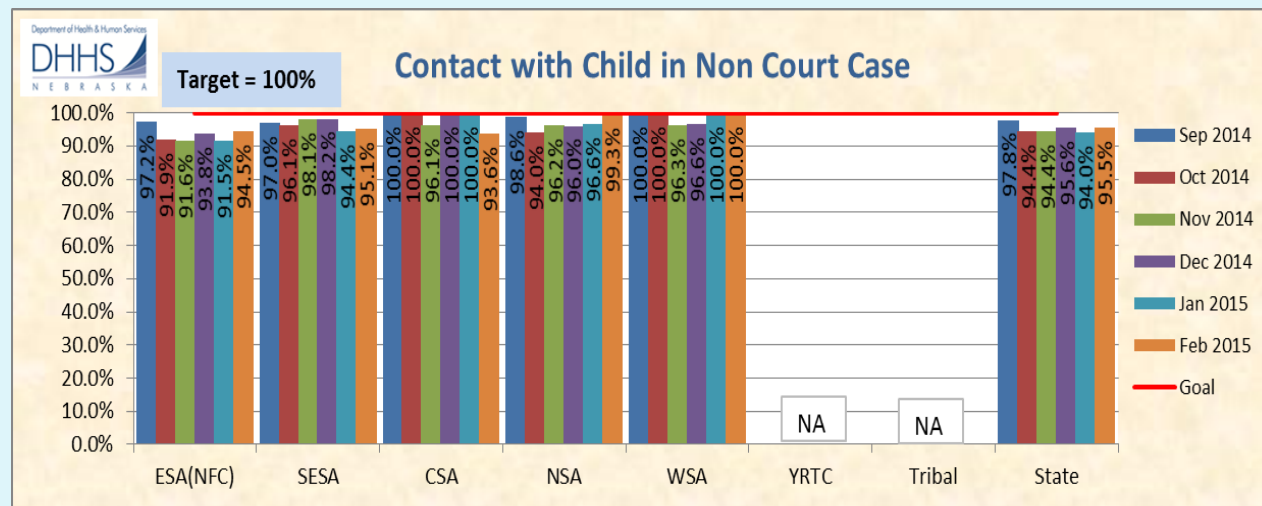
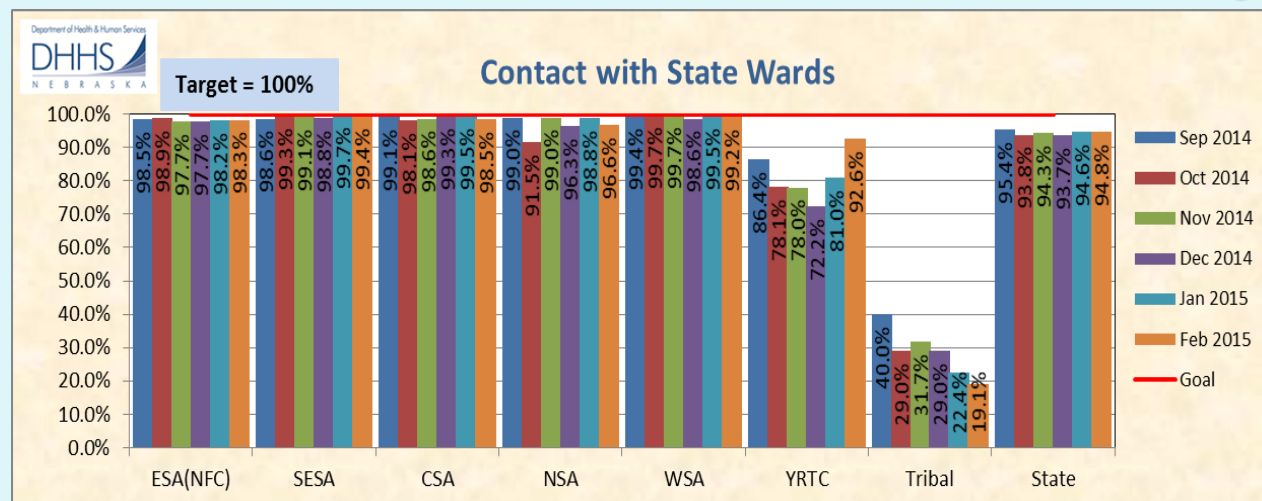
### Action Items:

### CQI Team Priority:

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case manager will have monthly face to face contact with the child (Data Source: CWS & OJS Performance Accountability Data - NFOCUS/InfoView Reports).

Data is part of CFSR Item #19 (Caseworker visit with the child).



## Caseworker Contact with Child CFSR 19

### Strengths/Opportunities:

*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Lack of good quality documentation during face to face contacts between the worker and the child's mother and father. Documentation should contain sufficient information to address safety, permanency and well-being.

### Action Items:

*\* CFSR Champion – KaCee Zimmerman & CSA; see CFSR Binder for additional Action Items.*

### CQI Team Priority:

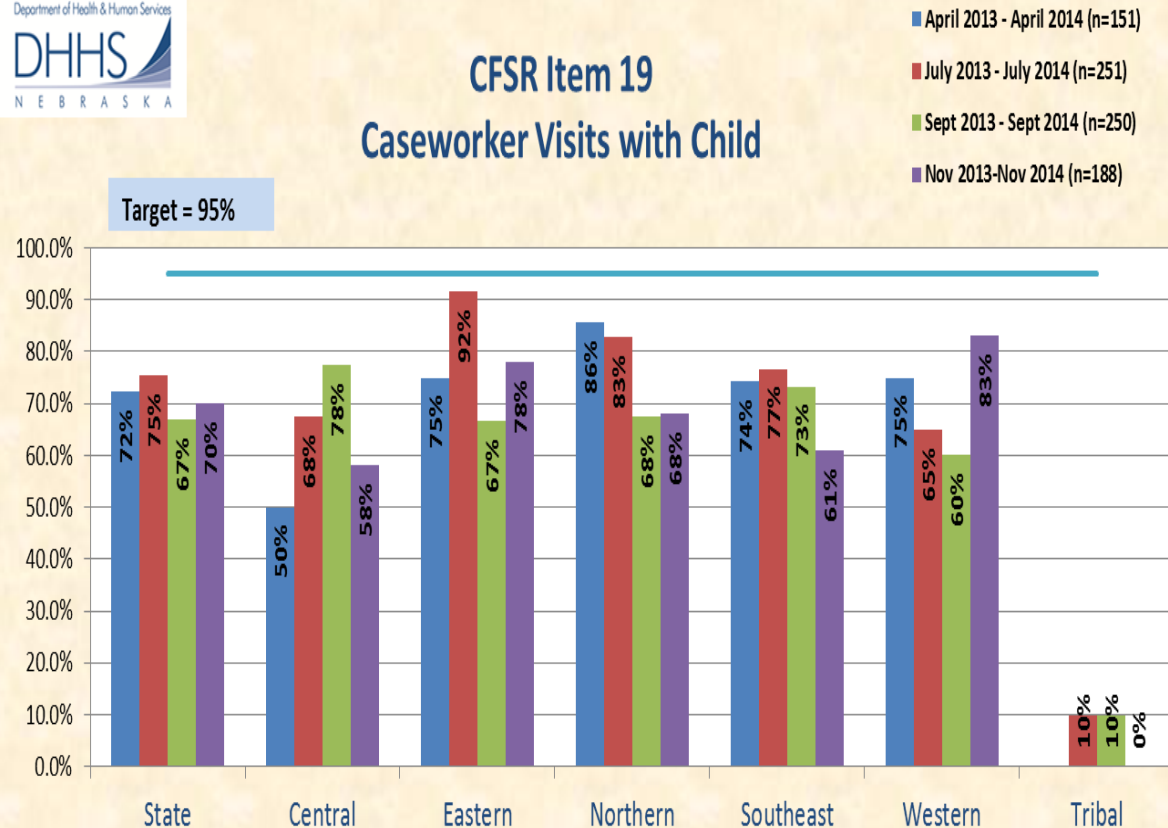
\*Central Service Area

*\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.*

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



### CFSR Item 19 Caseworker Visits with Child



Item 19 on the CFSR looks at both the frequency and quality of the caseworker visits with the children in the case. This item looks at whether or not the frequency and quality of visits between the caseworker and the children in the case were sufficient to ensure safety, permanency, and well being of the child and promote achievement of case goals. Children should be seen privately when age appropriate and at least monthly in order for this item to be counted as a strength.

\*Tribal data is based on cases reviewed from the Macy, Santee, and Winnebago tribes. CFSR reviews of Tribal cases began with the July 2014 review.



## Permanency for Children in Foster Care

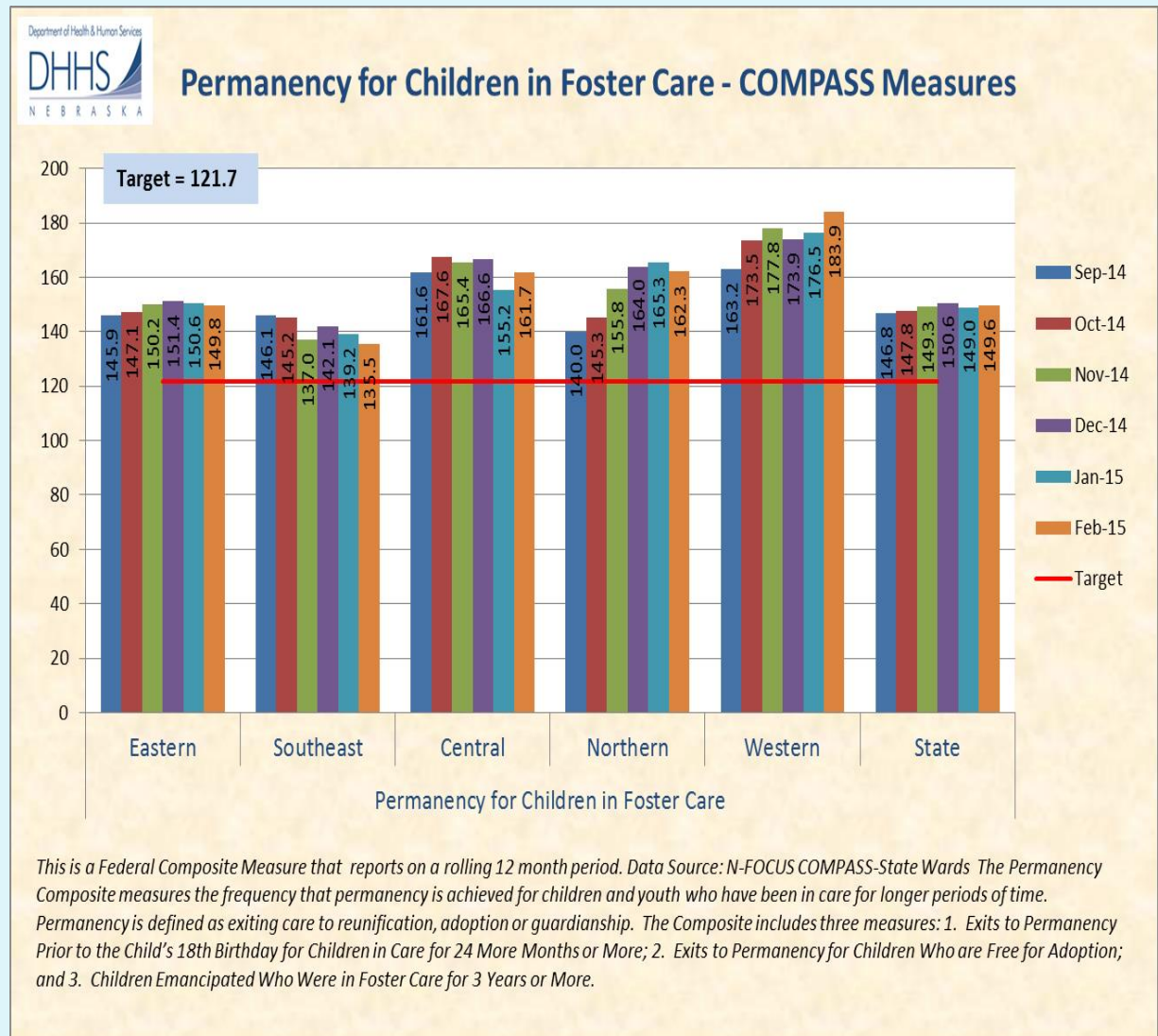
### Strengths/Opportunities:

Feb 2015: All Service Areas continue to meet the target goal for this measure.

### Barriers:

### Action Items:

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

## Timeliness of Adoption

### Strengths/Opportunities:

Feb 2015: All service areas continue to meet the target goal for this measure.

### Barriers:

### Action Items:

### CQI Team Priority:

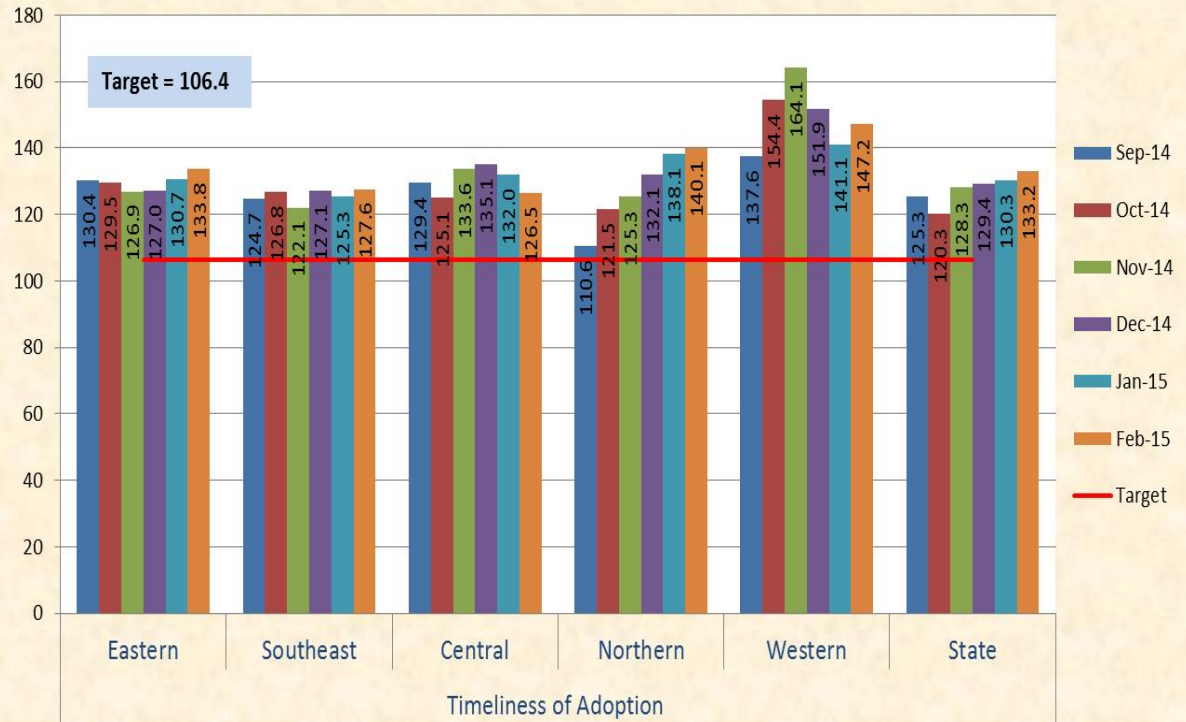
\*Central Service Area

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



### Timeliness of Adoption - COMPASS Measures



This is a Federal Composite Measure: Data Source: N-FOCUS COMPASS-State wards. This is a Federal measure that reports on a rolling 12 month period. The Adoption Composite measures the timeliness of adoptions and includes the following five measures: Adoption in less than 24 Months, Median Time to Adoption, Children in care for 17 Months or Longer Who Are Adopted by the End of the Year, Children in Care for 17 Months or Longer Who Are Legally Free for Adoption within 6 Months, and Children Who Are Legally Free for Adoption Who Are Adopted within 12 Months.

## Timeliness & Permanency of Reunification

### Strengths/Opportunities:

Feb 2015: NSA, CSA, and SESA are currently meeting this measure.

### Barriers:

### Action Items:

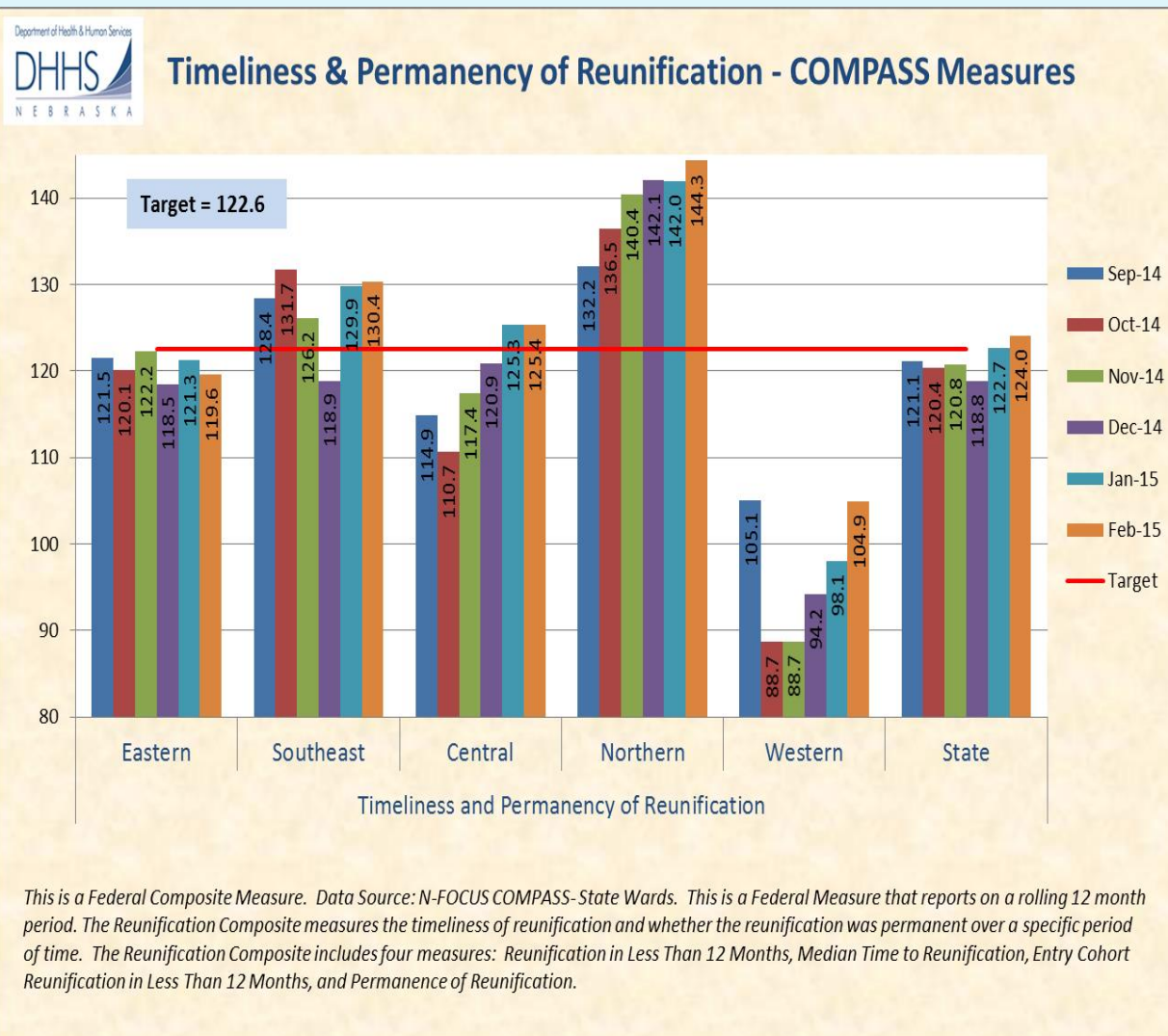
### CQI Team Priority:

\*Statewide External Stakeholder Team

\*Eastern, Northern, Southeast and Western Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Quarterly (March, June, September, December)**

## Timeliness & Permanency of Reunification

### Strengths/Opportunities:

Feb 2015: 65.9% of the exits to reunification happen between 0-12 months.

### Barriers:

### Action Items:

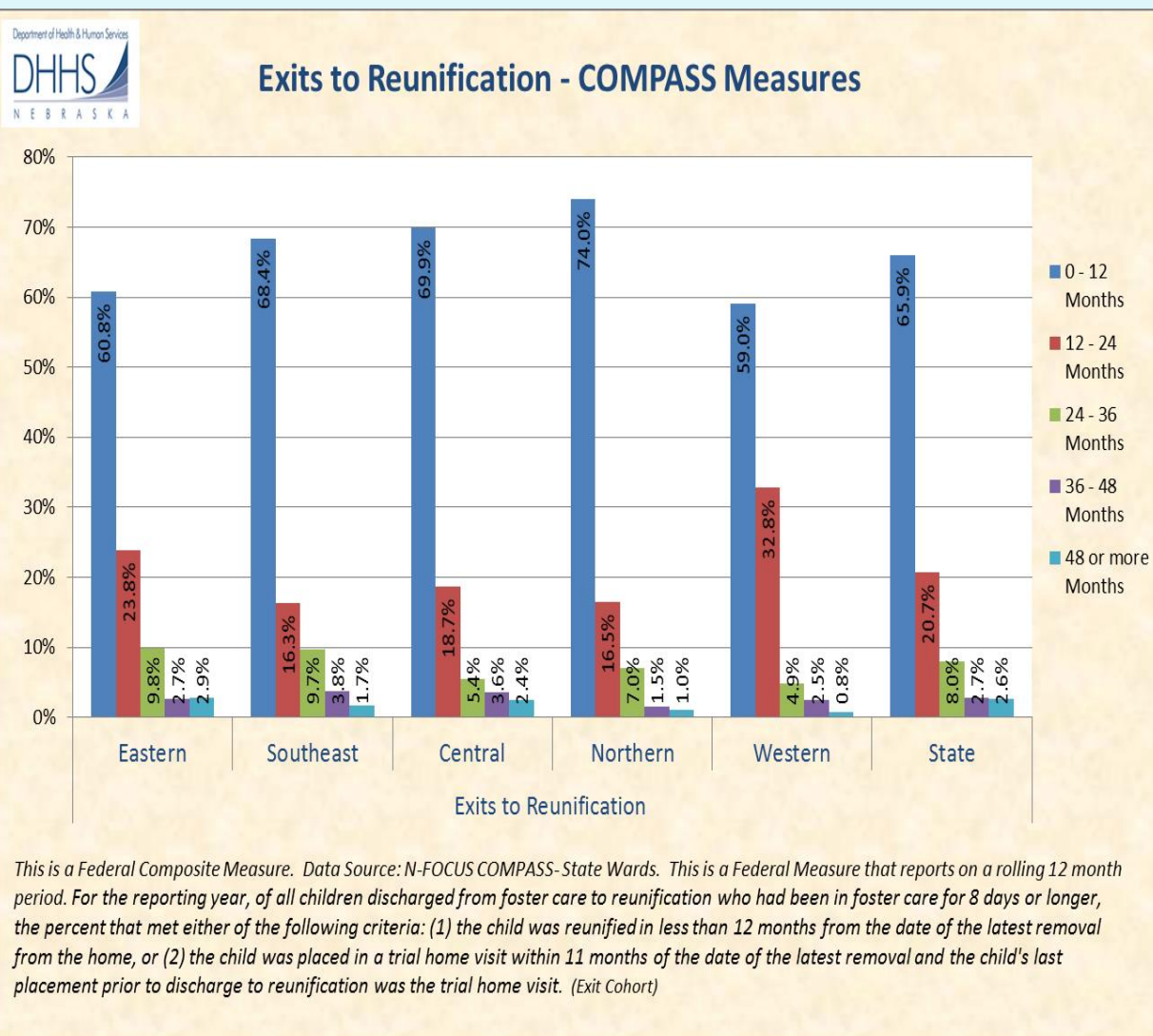
### CQI Team Priority:

\*Statewide External Stakeholder Team

\*Eastern, Northern, Southeast and Western Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Quarterly (March, June, September, December)**



## Timeliness & Permanency of Reunification

### Strengths/Opportunities:

Feb 2015: No Service Areas are currently meeting this measure. Statewide performance is at 39.0%.

### Barriers:

### Action Items:

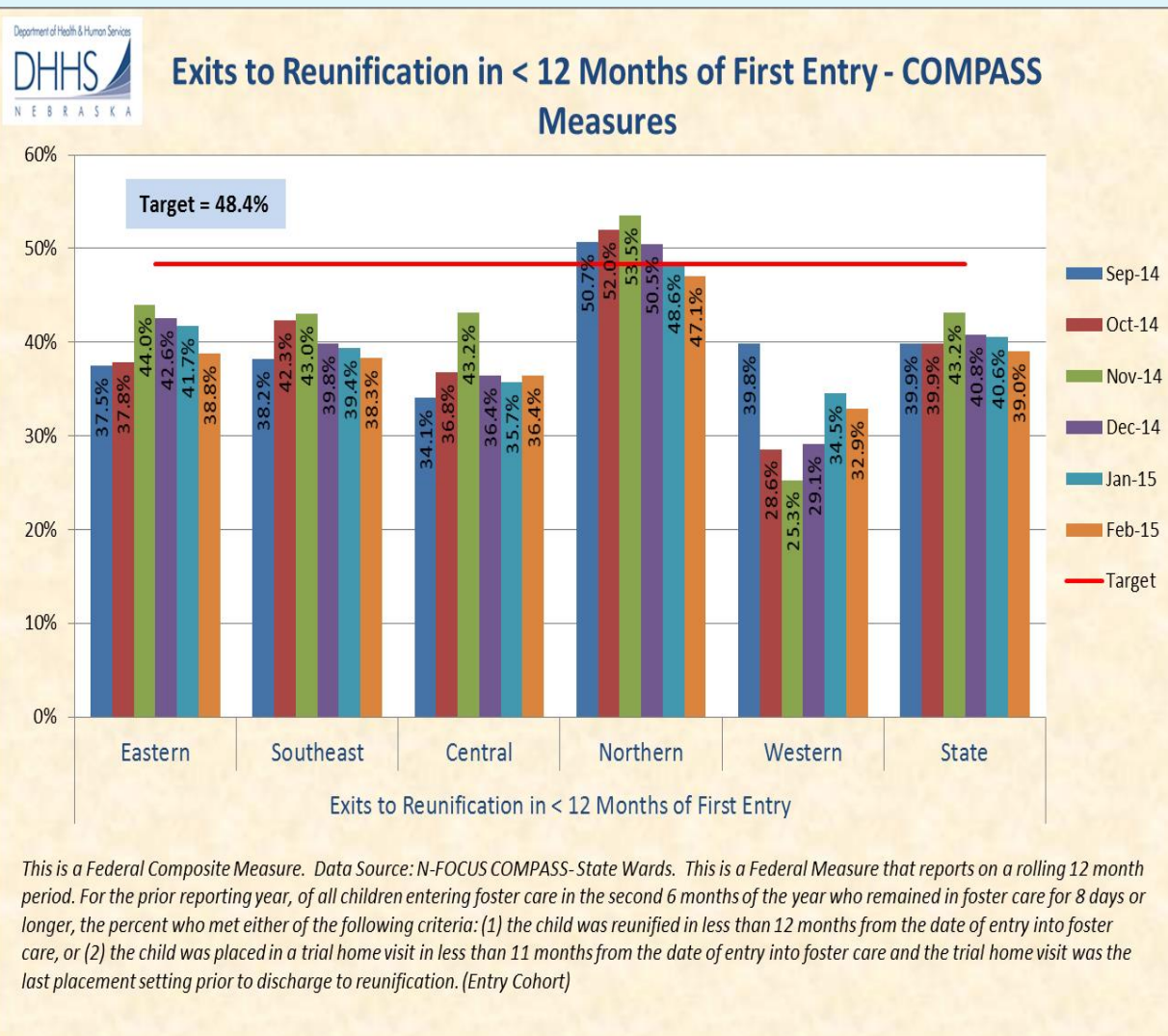
### CQI Team Priority:

\*Statewide External Stakeholder Team

\*Eastern, Northern, Southeast and Western Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Quarterly (March, June, September, December)**

## Timeliness & Permanency of Reunification

### Strengths/Opportunities:

Feb 2015: Statewide Median Months in care is 8.8.

### Barriers:

### Action Items:

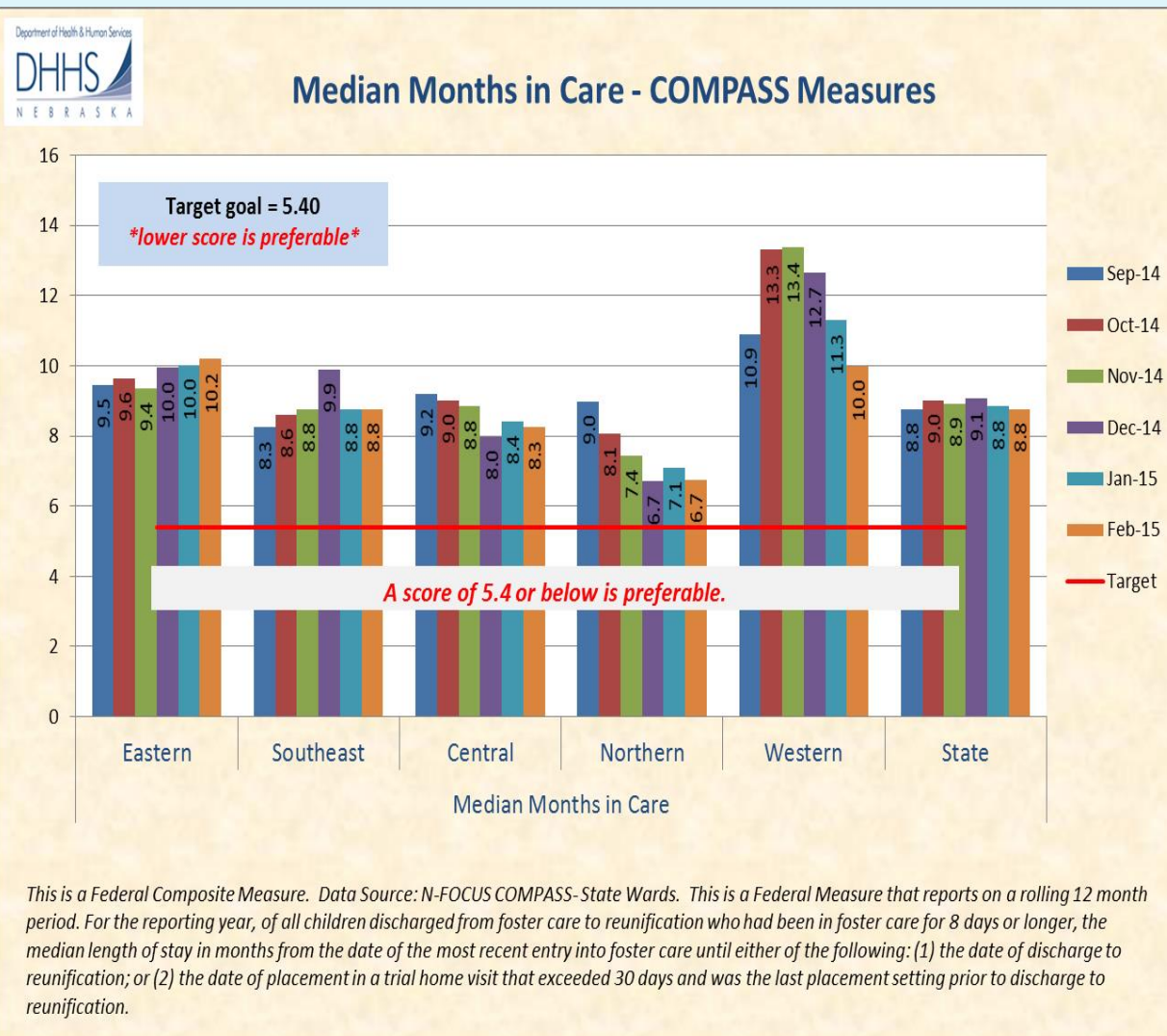
### CQI Team Priority:

\*Statewide External Stakeholder Team

\*Eastern, Northern, Southeast and Western Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Quarterly (March, June, September, December)**



## Timeliness & Permanency of Reunification

### Strengths/Opportunities:

Feb 2015: WSA is not meeting the target goal for this measure.

### Barriers:

### Action Items:

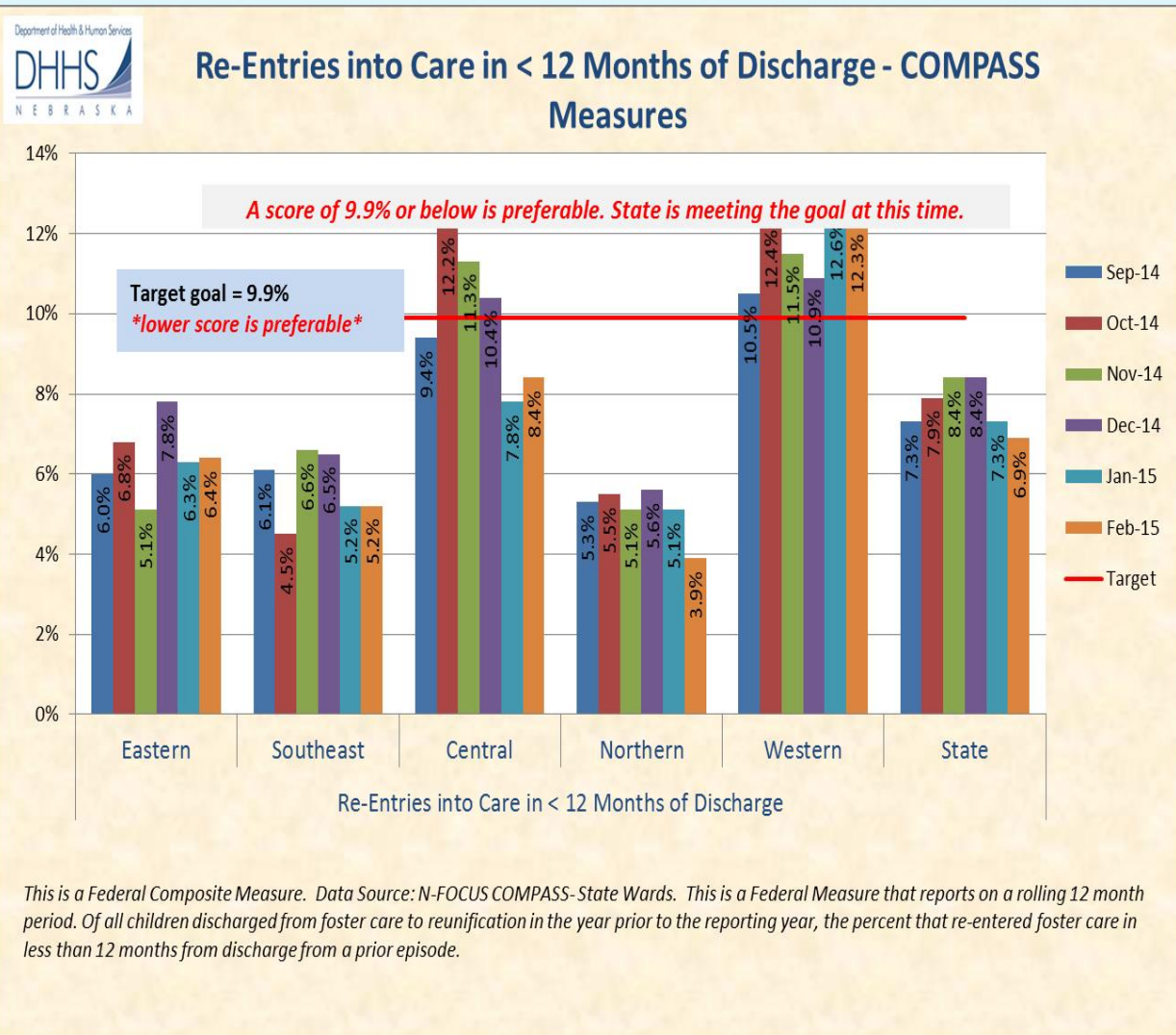
### CQI Team Priority:

\*Statewide External Stakeholder Team

\*Eastern, Northern, Southeast and Western Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

## Placement Stability

### Strengths/Opportunities:

Feb 2015: State performance continues to exceed target goal this month. All Service Areas are meeting the target goal.

### Barriers:

- Placement disruptions due to child behaviors
- Shortage of foster placements for older youth with behavior needs.

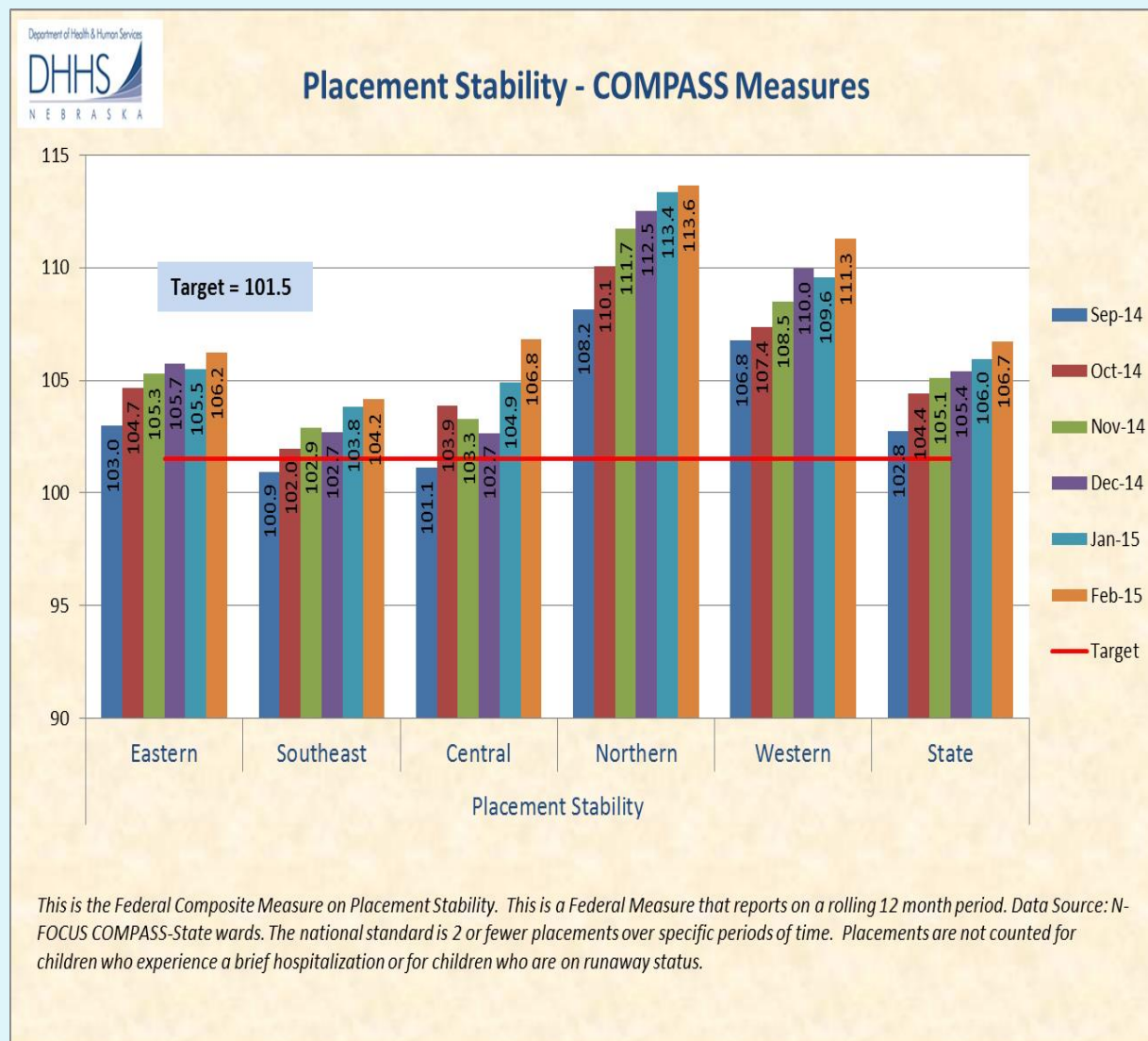
### Action Items:

### CQI Team Priority:

- \*Statewide External Stakeholder Team
- \*Eastern, Southeast, Central and Western Service Areas.

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



**Data Review Frequency: Quarterly (March, June, September, December)**

## Kinship Care for Out of Home Wards

### Strengths/Opportunities:

Dec 2014: WSA has the highest percentage of wards placed in kinship care (65.9%). CSA has the lowest number of wards in kinship care (46.2%).

### Barriers:

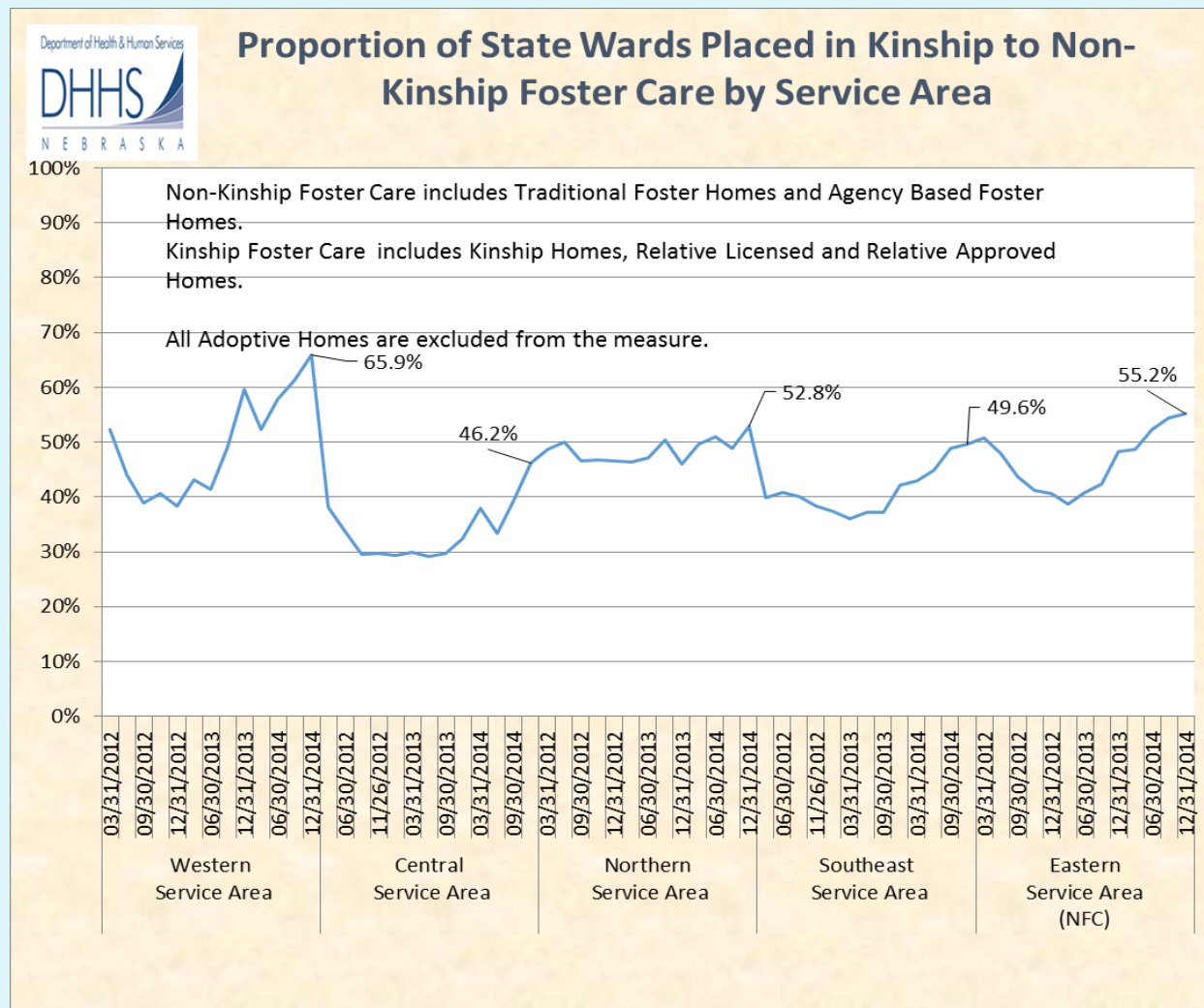
### Action Items:

### CQI Team Priority:

\*Central and Southeast Service Areas

\*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Per LB 265 (July 2013) a "kinship home means a home where a child or children receive foster care and at least one of the primary caretakers has previously lived with or is a trusted adult that has a pre-existing, significant relationship with the child or children or a sibling of such a child or children...."

Safely Decrease the Number of OOH Wards by Moving Them Back to In-Home Care

**Strengths/Opportunities:**

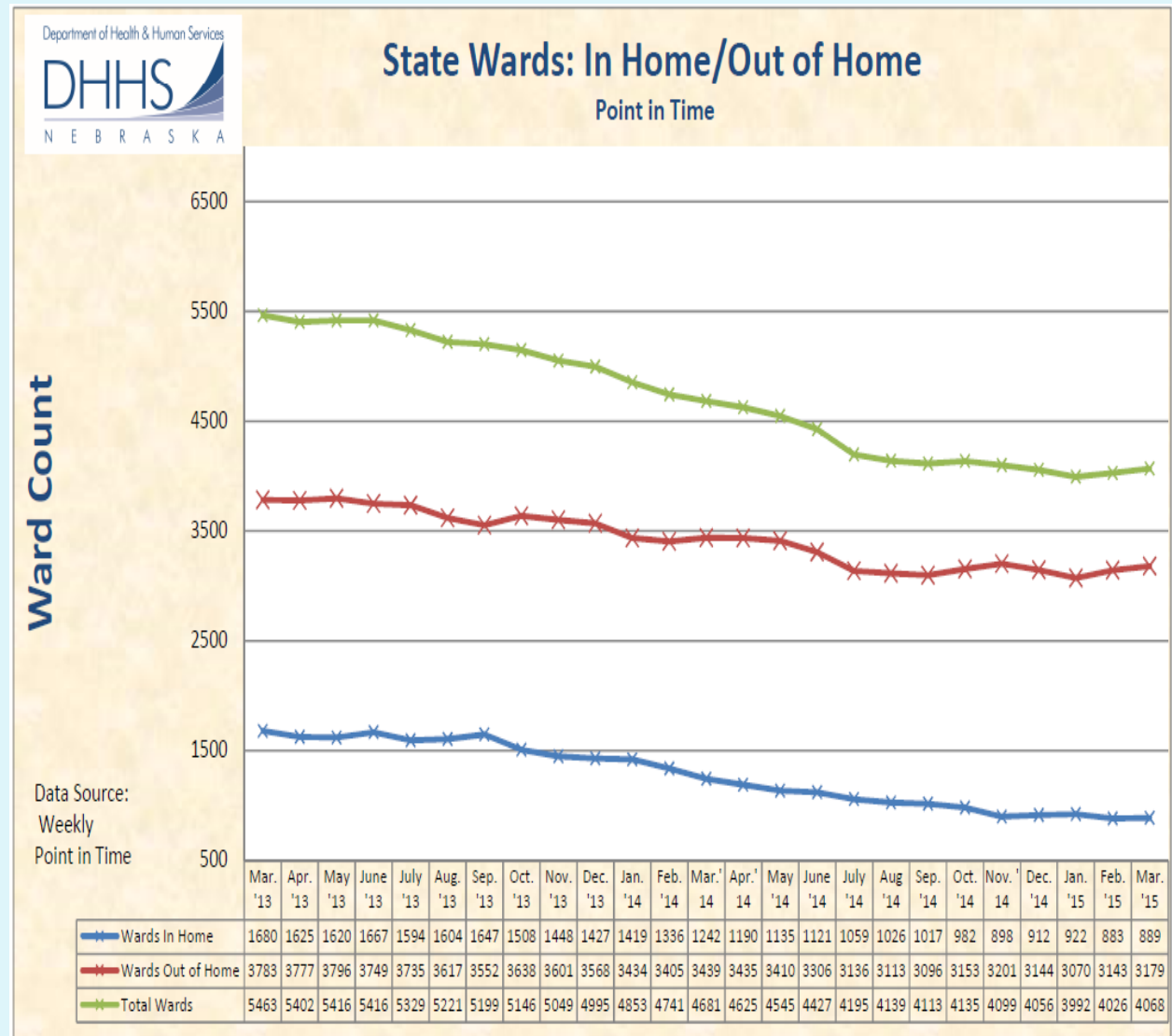
**Barriers:**

**Action Items:**

**CQI Team Priority:**

\* Statewide

**OUTCOME STATEMENT: Children Will Achieve Timely Permanency**



**Data Review Frequency: Quarterly**

Point in time report July 2014 OOH court wards using 2012 Claritas youth population < 19



## Safely Decrease the Number of OOH Wards by Moving Them Back to In-Home Care

### Strengths/Opportunities:

Jan 2015: WSA has the highest proportion of Out of home wards to in-home wards at 82.8%. CSA has the lowest proportion at 67.4%.

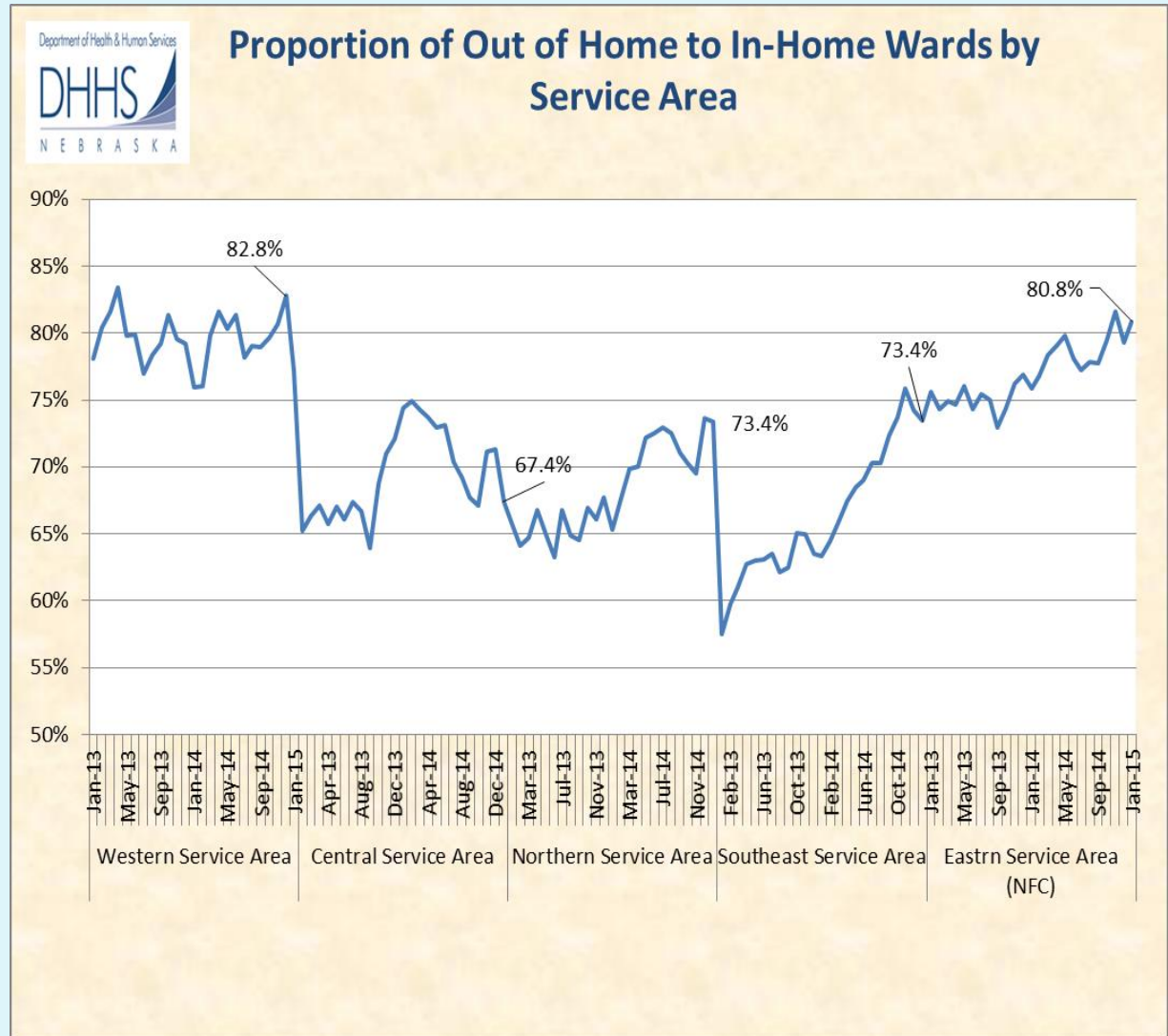
### Barriers:

### Action Items:

### CQI Team Priority:

\* Statewide

## OUTCOME STATEMENT: Children Will Achieve Timely Permanency



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# CHAPTER 4: HEALTHY CHILDREN

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**OUTCOME STATEMENT: CHILDREN WILL DEMONSTRATE POSITIVE WELL-BEING OUTCOMES**

**Goal Statement: Children will demonstrate improvements in Physical Health, Behavior Health and in Educational domains**

## AFCARS Youth Exiting to Emancipation

### Strengths/Opportunities:

FY 2013:

-Overall decrease in the number of wards exiting to emancipation since Federal Fiscal Year 2012 (Decrease of 58 youth).

### Barriers:

### Action Items:

## OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes

### 3.4 Exits to Emancipation (%)

Nebraska: 2009, 2010, 2011, 2012, 2013

	2009	2010	2011	2012	2013
Children Age 12 or Younger at Entry	11.8	12.2	11	11.5	8.9
Children Older Than 12 at Entry	88.2	87.8	89	88.5	91.1
Missing Data	0	0	0	0	0
Number	330	304	301	304	246

**Data Review Frequency: Monthly**

*Emancipation (AFCARS N-FOCUS Definition):* Youth who exited out of home care and DHHS custody due to one of the following reasons: "Independent Living Achieved", "Reached the Age of Majority", "Marriage" or "Joined the Military".

## Needs and Services for the Child (Educational Needs – CFSR Item 21)

### Strengths/Opportunities:

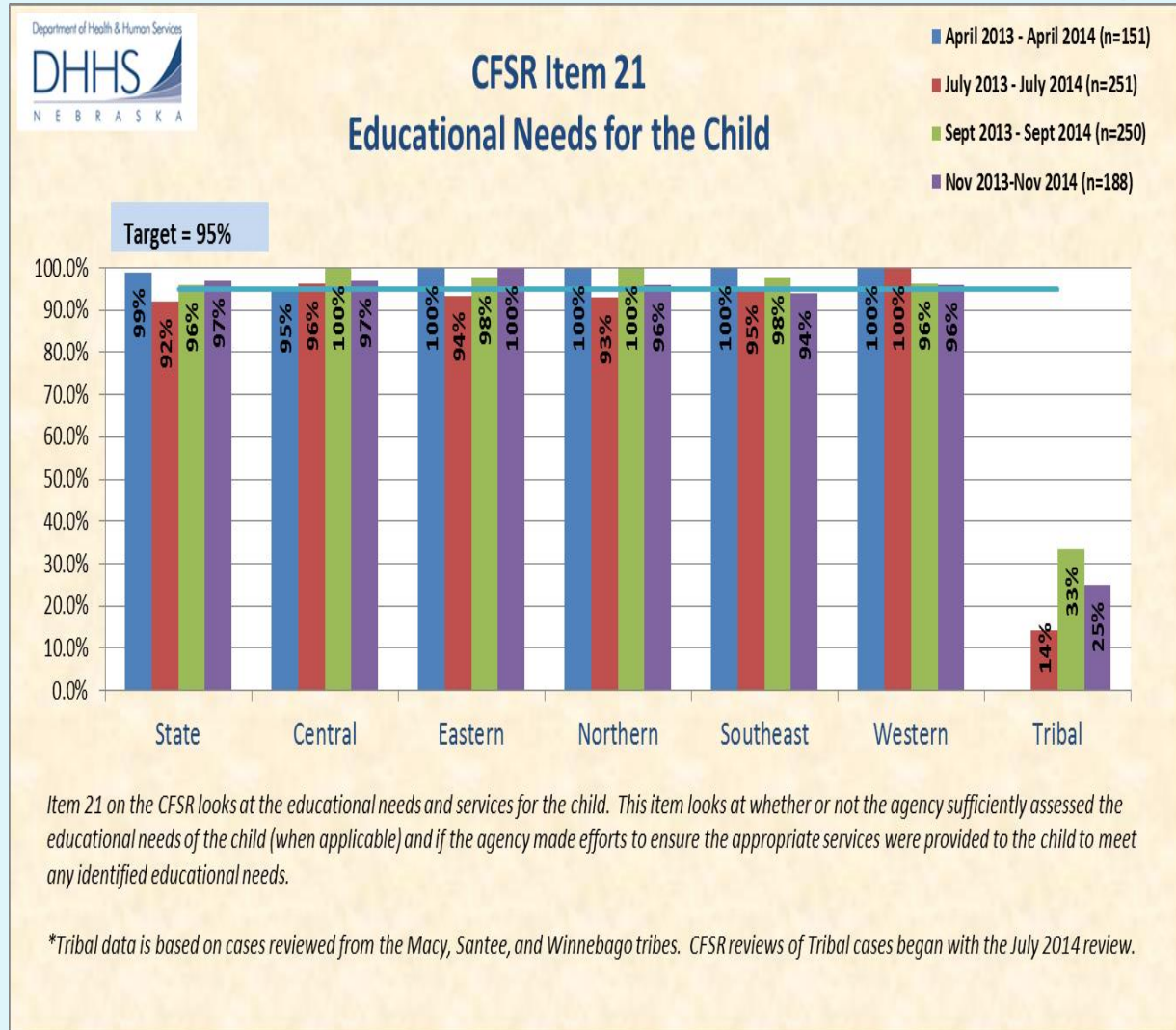
*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Lack of documentation of efforts address child's poor performance in school.

### Action Items:

## OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes



## Needs and Services for the Child (Physical Health Needs – CFSR Item 22)

### Strengths/Opportunities:

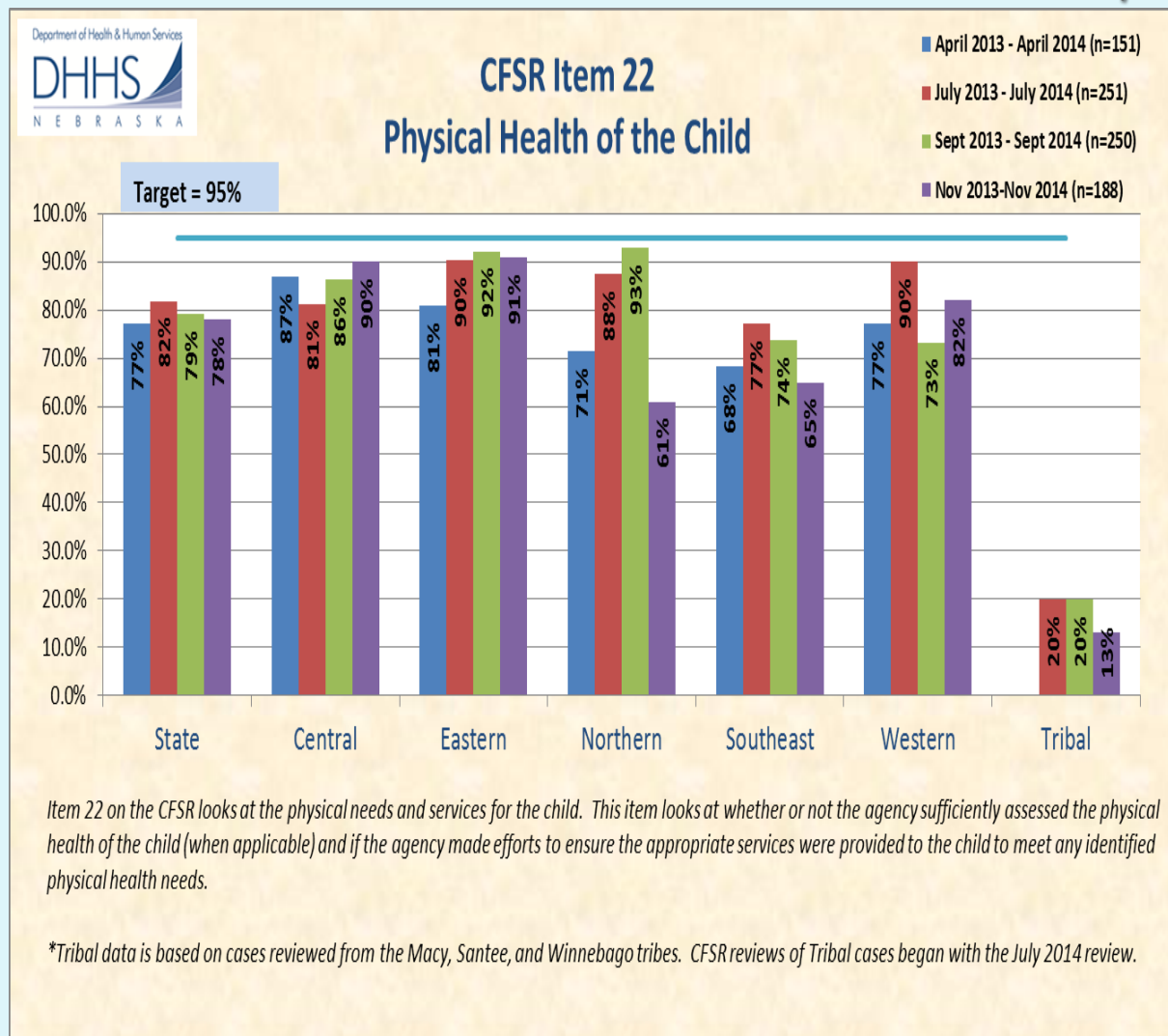
*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Out of home Cases: Lack of documentation of a physical or dental exam and/or results from the exam during the PUR.
- In home Cases: Lack of documentation of assessment of physical health for cases that opened in the PUR due to concerns of physical abuse or medical neglect.

### Action Items:

## OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes



## Needs and Services for the Child (Mental/Behavioral Health Needs – CFSR Item 23)

### Strengths/Opportunities:

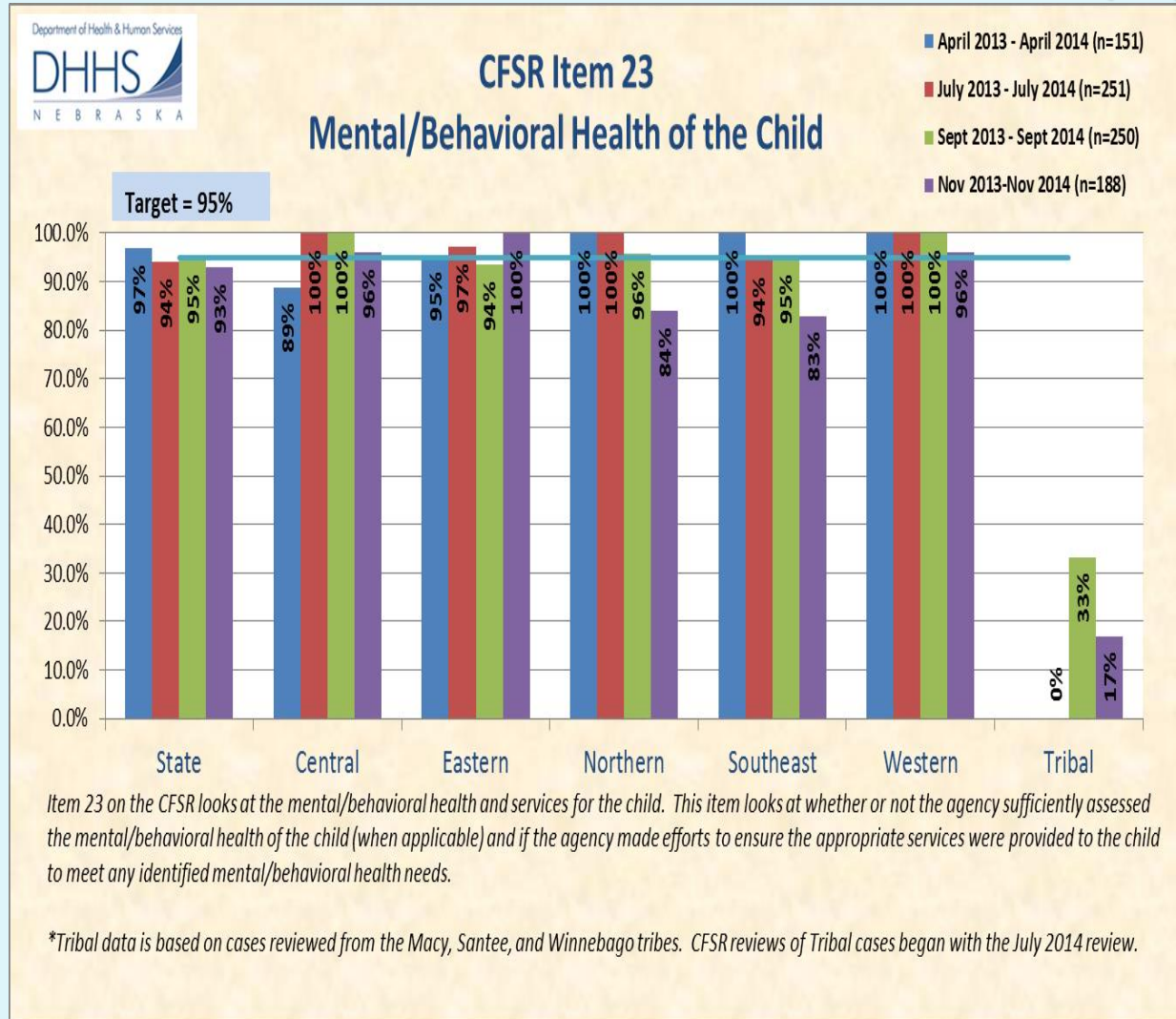
*Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.*

### Barriers:

- Out of home Cases: Lack of documentation to support ongoing assessment of child's mental health needs upon return to the parent's home.

### Action Items:

## OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes





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# CHAPTER 5: WORKFORCE STABILITY

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**OUTCOME STATEMENT: THE DIVISION OF CHILDREN AND FAMILY SERVICES' WORKFORCE IS WELL-QUALIFIED, TRAINED, SUPERVISED AND SUPPORTED**

**Goal Statement: Build and support a stable workforce to promote positive outcomes for children and families**

## CFS Staff Vacancy Rate

### Strengths/Opportunities:

Mar 2015: CFS vacancy rate decreased to 6.5%. YSS I stayed at 8.3% and YSS II increased to 16.0%.

### Barriers:

### Action Items:

## OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

CFSS + CFSS/T														
Location	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
CSA	2.0%	0.0%	2.0%	11.8%	17.0%	13.0%	9.3%	1.8%	7.3%	7.3%	0.0%	5.5%	10.9%	5.6%
ESA	10.5%	14.3%	14.3%	11.2%	17.8%	14.5%	9.1%	10.0%	11.1%	10.2%	8.7%	7.2%	14.3%	9.1%
NSA	4.1%	2.8%	2.8%	7.0%	7.0%	11.3%	12.7%	15.5%	16.9%	19.1%	14.7%	13.2%	17.6%	10.3%
SESA	2.8%	6.3%	9.8%	13.2%	13.4%	10.4%	10.4%	3.2%	3.5%	1.9%	0.9%	2.9%	2.9%	2.9%
WSA	4.8%	0.0%	1.7%	0.0%	0.0%	3.6%	3.7%	1.9%	11.1%	5.6%	3.7%	9.3%	11.1%	11.1%
Total	5.1%	6.0%	7.7%	9.8%	12.1%	11.0%	9.5%	6.7%	9.5%	8.4%	5.4%	6.7%	9.8%	6.5%
YSS I														
Location	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
YRTC Geneva	0.0%	10.0%	10.0%	10.0%	10.0%	20.0%	10.0%	0.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
YRTC Kearney	12.5%	6.7%	13.3%	20.0%	26.7%	21.4%	14.3%	14.3%	14.3%	14.3%	7.1%	7.1%	7.1%	7.1%
Total	7.7%	8.0%	12.0%	16.0%	20.0%	20.8%	12.5%	8.3%	12.5%	12.5%	8.3%	8.3%	8.3%	8.3%
YSS II														
Location	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
YRTC Geneva	10.0%	16.7%	16.7%	13.3%	0.0%	3.3%	13.3%	16.7%	23.3%	30.0%	30.0%	30.0%	23.3%	26.7%
YRTC Kearney	17.4%	6.5%	19.6%	13.0%	17.4%	10.9%	10.9%	10.9%	8.9%	8.9%	11.1%	8.9%	6.7%	8.9%
Total	14.5%	10.5%	18.4%	13.2%	10.5%	7.9%	11.8%	13.2%	14.7%	17.3%	18.7%	17.3%	13.3%	16.0%

\*Date is effective as of first day of posted month

Data Review Frequency: Quarterly

Vacancies are allocated positions not filled, excluding frozen positions

## NFC Staff Vacancy Rate

### Strengths/Opportunities:

Feb 2015: NFC Vacancy Rate increased to 11.90%.

### Barriers:

### Action Items:

**OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported**

### VACANCY RATES

Location	Oct14			Nov14			Dec14			Jan15			Feb15		
	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate
NFC	7***	169	4.14%	12***	168	7.14%	17***	168	10.11%	18***	168	10.71%	20***	168	11.90%

Total Positions includes Family Permanency Supervisors and Family Permanency Specialists (based on 146 fully trained Family Permanency Specialists and 22 Family Permanency Supervisors)

\*\*\*This does not include the Family Permanency Specialist Trainees

## CFS Staff Turnover

### Strengths/Opportunities:

Feb 2015: Increase in turnover percent for CFS Specialists.

### Barriers:

### Action Items:

## OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

### Protection and Safety Turnover Percent\*

Title	Feb 2014	Mar 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015
CFS Spec Trainee	0.00%	0.00%	6.25%	0.00%	5.48%	6.32%	3.54%	1.98%	5.48%	5.56%	8.57%	2.56%	2.00%
CFS Specialist	1.81%	1.32%	2.71%	5.19%	2.07%	2.41%	2.20%	2.74%	3.29%	1.01%	2.42%	2.49%	1.42%
CFS Supervisors	1.50%	0.00%	1.47%	0.00%	1.47%	1.49%	1.52%	1.47%	3.03%	0.00%	1.64%	0.00%	1.54%

### Turnover Percent Feb 2015

Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS
CFS Spec Trainee	0.00%	0.00%	0.00%	0.00%	0.00%
CFS Specialist	0.00%	2.04%	0.00%	1.01%	4.76%
CFS Supervisors	0.00%	0.00%	0.00%	5.00%	0.00%

### Turnover Counts Feb 2015

Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS
CFS Spec Trainee	0	0	0	0	1
CFS Specialist	0	1	0	1	2
CFS Supervisors	0	0	0	1	0

### Aggregate Counts

Title	Total Employee	Term Employee	Turnover
CFS Spec Trainee	50	1	2.00%
CFS Specialist	281.5	4	1.42%
CFS Supervisors	65	1	1.54%

\*Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left DHHS employment during that month. It does not include employees who transferred from one program or Division to another within DHHS. Turnover is as of the last day of posted month.



## NFC Staff Turnover

### Strengths/Opportunities:

Feb 2015: Slight increase in turnover for FPS.

### Barriers:

### Action Items:

## OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

NEBRASKA FAMILIES COLLABORATIVE TURNOVER PERCENT*												
Title	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
FPS Trainee	0%	0%	0%	0%	4.54%	0%	10%	0%	0%	25%	9.09%	7.14%
FPS	3.20%	3.10%	2.32%	3.14%	2.20%	3.44%	2.81%	3.57%	3.73%	6.20%	1.56%	1.58%
FP Supervisor	0%	0%	0%	0%	0%	5.26%	0%	4.54%	0%	0%	0%	0%

\*Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left state government during that month. It does not include employees who transferred from one program or Division to another within DHHS or from DHHS to another state agency. Turnover is as of the last day of posted month.

Aggregate Counts – Feb 2015			
Title	Total Employees	Term Employees	Turnover
FPS Trainee	14	1	7.14%
FPS	126	2	1.58%
FP Supervisor	22	0	0%

## YRTC Staff Turnover

### Strengths/Opportunities:

Feb 2015: Increase in turnover percent for Youth Security Specialist II.

### Barriers:

### Action Items:

## OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

YRTC Turnover Percent*													
Title	Feb 2014	Mar 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015
YOUTH SECURITY SPECIALIST I	3.44%	2.35%	9.62%	0.00%	2.73%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
YOUTH SECURITY SPECIALIST II	1.49%	3.26%	1.53%	2.99%	0.00%	1.51%	1.53%	4.74%	4.89%	3.31%	0.00%	1.54%	3.19%

Turnover Percent Feb 2015		
Title	Geneva	Kearney
YOUTH SECURITY SPECIALIST I	0.00%	0.00%
YOUTH SECURITY SPECIALIST II	4.60%	2.44%

Turnover Counts Feb 2015		
Title	Geneva	Kearney
YOUTH SECURITY SPECIALIST I	0	0
YOUTH SECURITY SPECIALIST II	1	1

Aggregate Counts			
Title	Total Employee	Term Employee	Turnover
YOUTH SECURITY SPECIALIST I	21.3	0	0.00%
YOUTH SECURITY SPECIALIST II	62.75	2	3.19%

\*Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left DHHS employment during that month. It does not include employees who transferred from one program or Division to another within DHHS. Turnover is as of the last day of posted month.

# CHAPTERS 6 – 9

Data will be available in the near future.

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CHAPTER 6:	Service Array
CHAPTER 7:	Coordination/ Collaboration and Communication
CHAPTER 8:	Financing
CHAPTER 9:	Indian Child Welfare (ICWA)

## CHAPTER 6: SERVICE ARRAY

- **OUTCOME STATEMENT:** CHILDREN AND FAMILIES HAVE ACCESS TO QUALITY SERVICES
- **Goal Statement:** NE's service array will assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster care and adoptive placements achieve permanency (Federal Systemic Factor-Service Array).

## CHAPTER 7: COORDINATION/COLLABORATION/COMMUNICATION

- **OUTCOME STATEMENT:** THE CHILD WELFARE SYSTEM WILL BE STRENGTHENED THROUGH THE COLLABORATIVE EFFORTS OF MANY
- **Goal Statement:** When implanting the provisions of the CFSP, DCFS will engage and have ongoing consultation with tribal representatives, consumers, service providers, foster care providers, juvenile court, and other public and private child and family serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP (Federal Systemic Factor – Agency Responsiveness to the Community).

## CHAPTER 8: FINANCING

- **OUTCOME STATEMENT:** MAXIMIZE FEDERAL TITLE IV-E FUNDING FOR FEDERALLY ALLOWABLE SERVICES FOR IV-E ELIGIBLE YOUTH.
- **Goal Statement:** Prospectively address unresolved Title IV-E claiming concerns previously identified through audit findings and department deferral or disallowance Correspondence.

## CHAPTER 9: INDIAN CHILD WELFARE

- **OUTCOME STATEMENT:** THE CHILD WELFARE SYSTEM WILL BE STRENGTHEND THROUGH THE COLLABORATIVE EFFORTS OF MANY
- **Goal Statement:** When implanting the provisions of the CFSP, DCFS will engage and have ongoing consultation with tribal representatives, consumers, service providers, foster Care, providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP (Federal Systemic Factor-Agency Responsiveness to the Community).

# CHAPTER 10: ORGANIZATIONAL EXCELLENCE

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**OUTCOME STATEMENT: DCFS IS A SELF-DIAGNOSING AND SELF-CORRECTING SYSTEM**

**Goal Statement: Quantitative and qualitative data measures will be used to evaluate and improve performance, guide decision-making, enhance transparency and strengthen accountability**



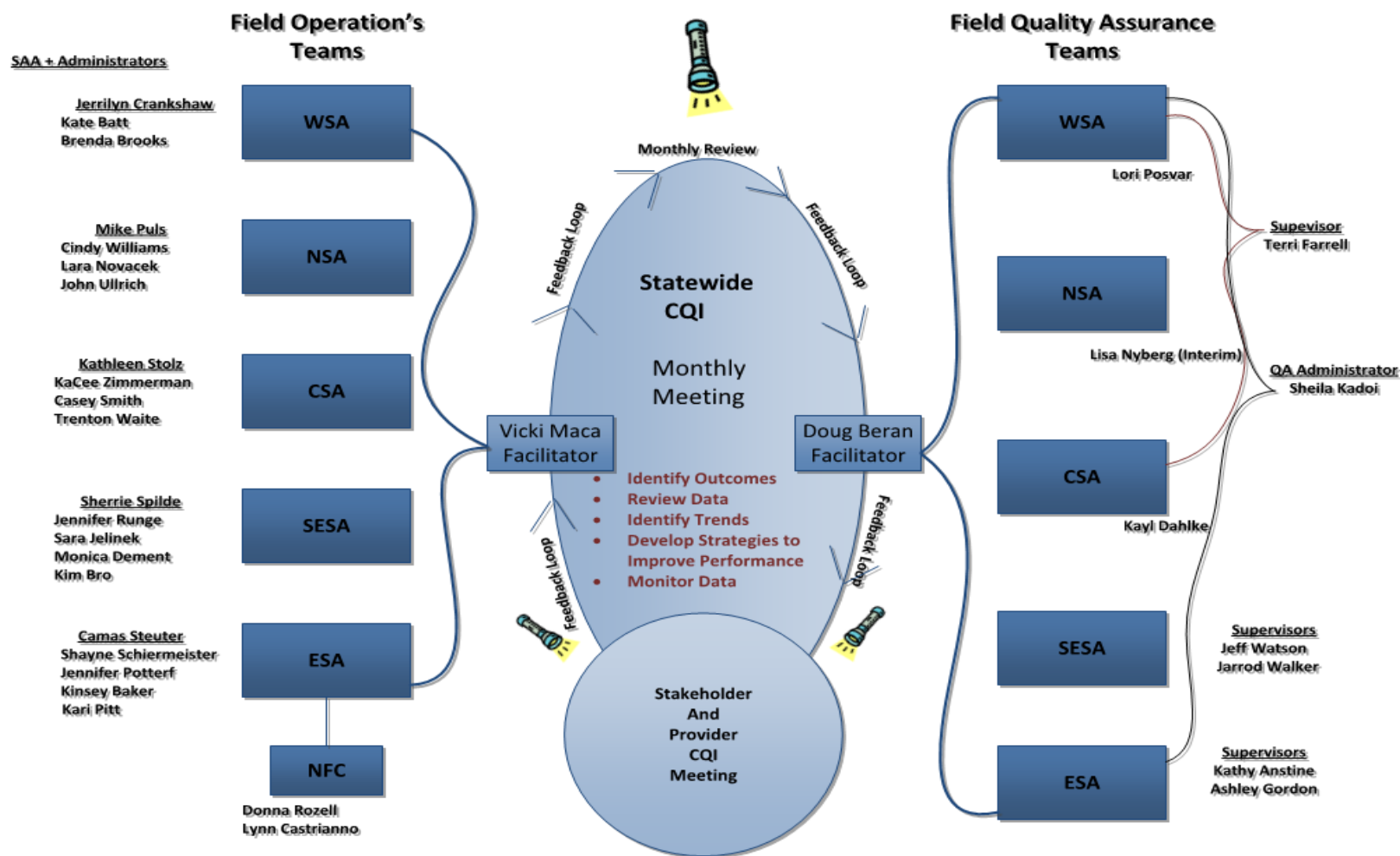
# Schedule of Discussion Subjects 2015

- January 29
  - Process Measures
  - Federal Results (COMPASS)
  - SDM Fidelity (Risk, FSNA & Well-Being)
  - CFSR Path to Progress (4,6,12,15 & 21)
- February 26
  - SDM Fidelity (Risk-Re, Reunification)
  - CFSR Path to Progress (13,16, 21)
  - Case Plan Goal Discussion – (7,8,9 & 10)
  - Case Plan Quality
  - ESA Local CQI Update
  - Removal Contacts w/in 30 days (8)
- March 26
  - Process Measures
  - SDM Fidelity (Overrides)
  - CFSR Path to Progress (17a,17b, follow up action items)
  - CFSR Round 2 to 3 Discussion
  - Timeliness of case plan completion
  - WSA Local CQI Update
- April 23
  - Process Measures
  - SDM Fidelity
  - CFSR Path to Progress (22 & 23)
  - Recurrence of Maltreatment Discussion – (2)
  - SESA Local CQI Update
  - Person Characteristics N-Focus Enhancement
- May 28
  - Process Measures
  - CFSR Path to Progress
  - Placement Stability Discussion – (6)
  - CSA Local CQI Update
  - Removal Contacts w/in 30 days (8)
- June 25
  - Operations Plan
  - CFSR Path to Progress
  - Round 3 Federal Indicators Update
  - Out-of-State Youth Analysis
  - Maltreatment in Foster Care Recurrence Discussion
  - NSA Local CQI Update
- July 23 -
  - Process Measures
  - Timeliness of Permanency Discussion
  - Operations Data
  - Re-entry Discussion (3)
  - ESA Local CQI Update
- August 27
  - Process Measures
  - SDM Fidelity
  - Re-entry Discussion
  - Removal Contacts w/in 30 days (8)
  - WSA Local CQI Update
- September 24
  - Process Measures
  - LB-1160 Survey results
  - SESA Local CQI Update
- October 29
  - Process Measures
  - Operations Data
  - Intake / SDM Fidelity
  - Federal Results (COMPASS)
  - CESA Local CQI Update
- November 19
  - Process Measures
  - Intake / SDM Fidelity
  - SDM Fidelity
  - NSA Local CQI Update
- December
  - No Meeting this month

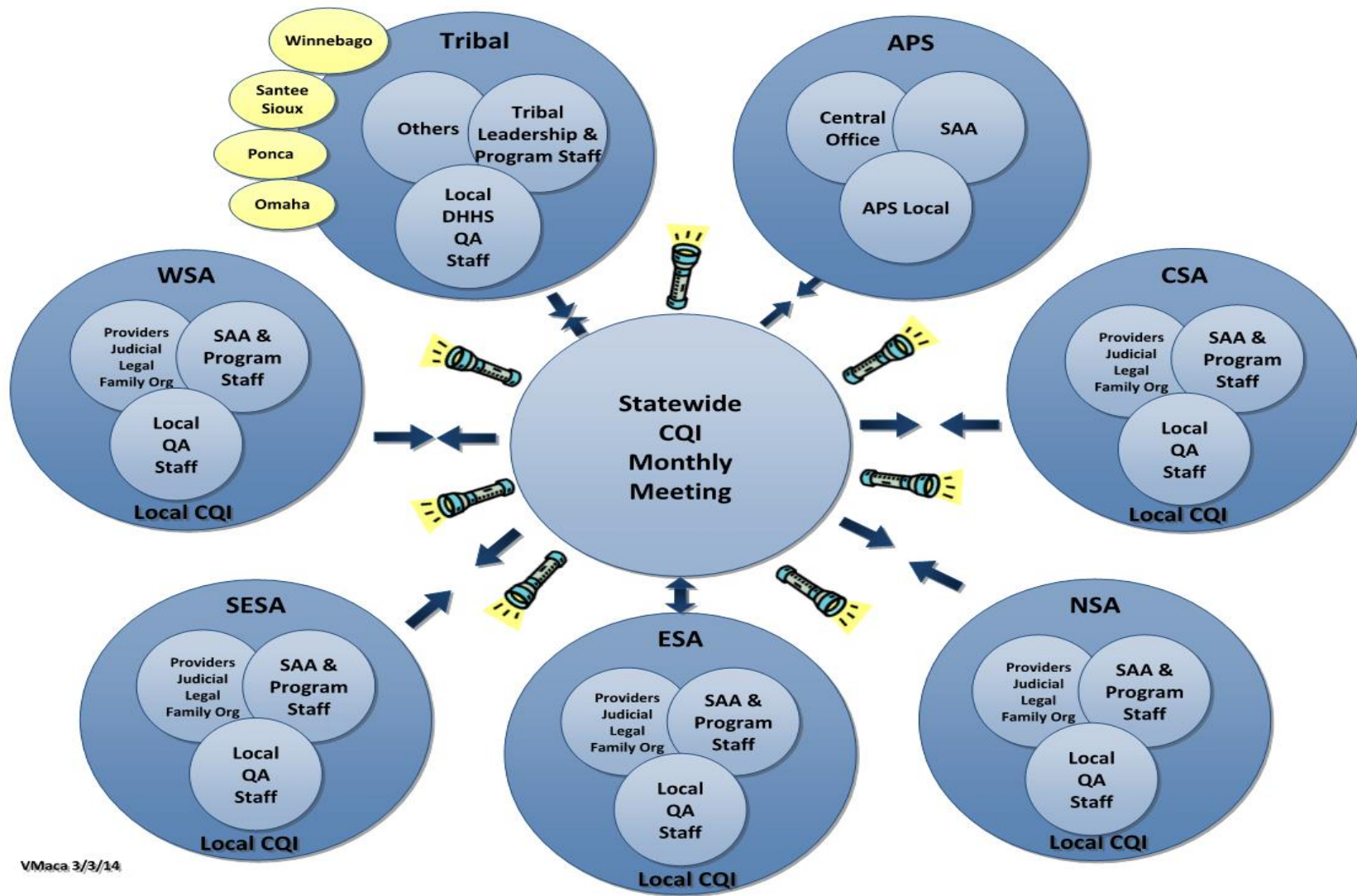
# Federal IM 12-07

- **CQI Structure**
  - Statewide Quality Assurance program with autonomous oversight and dedicated staff
  - Continual training of CQI staff is occurring and QA is collaboratively working with Policy, Training and Administrators to ensure QA's decisions are based upon common policy and to help policy with Administrator's situations
  - Written policies and procedures are being updated and produced where they don't exist
- **Quality Data Collection**
  - Common data collection and measuring process statewide
  - All QA staff are trained and utilize the same QA Tools
  - CFSR reviews are performed by the same staff and reported consistently
  - 2<sup>nd</sup> level reviews occur on all processes to ensure consistent QA and learning opportunities
- **Case Record Review Data and Process**
  - Quality unit is responsible for all case reviews
  - Case review system has been developed to randomly select cases statewide, provide the QA person with correct review questions and stores results in a non-editable location.
  - Case review system has been modified to allow for testing of specific CFSR questions by service area as needed and generate an email to the worker.
  - Inter-rater reliability testing is ongoing to ensure consistent scoring.
- **Analysis and Dissemination of Quality Data**
  - Statewide case review system has been developed to review all cases selected for review
  - Data is reported statewide and by service area
  - An extensive array of performance reports are created and distributed at monthly CQI meeting
- **Feedback to Stakeholders**
  - Results are used to inform training, policy, stakeholders, community partnerships and others as a means to identify and communicate improvement opportunities and areas of strength
  - Supervisors and field staff understand how results link to daily casework practices; results are used by supervisors and field leadership to assess and improve practice.
  - First stage of CQI communications is monthly Statewide CQI meeting. Second stage of CQI communications is local CQI meetings. At the local level 4-6 areas of improvement have been selected and structured teams created to analyze the results and identify improvement opportunities.

# Statewide CQI Process



# Local CQI Process



## Inter Reliability Program

### Strengths/Opportunities:

\* The P&S QA team transitioned to completing reliability reviews using the new federal CFSR tool in January 2015.

### Barriers:

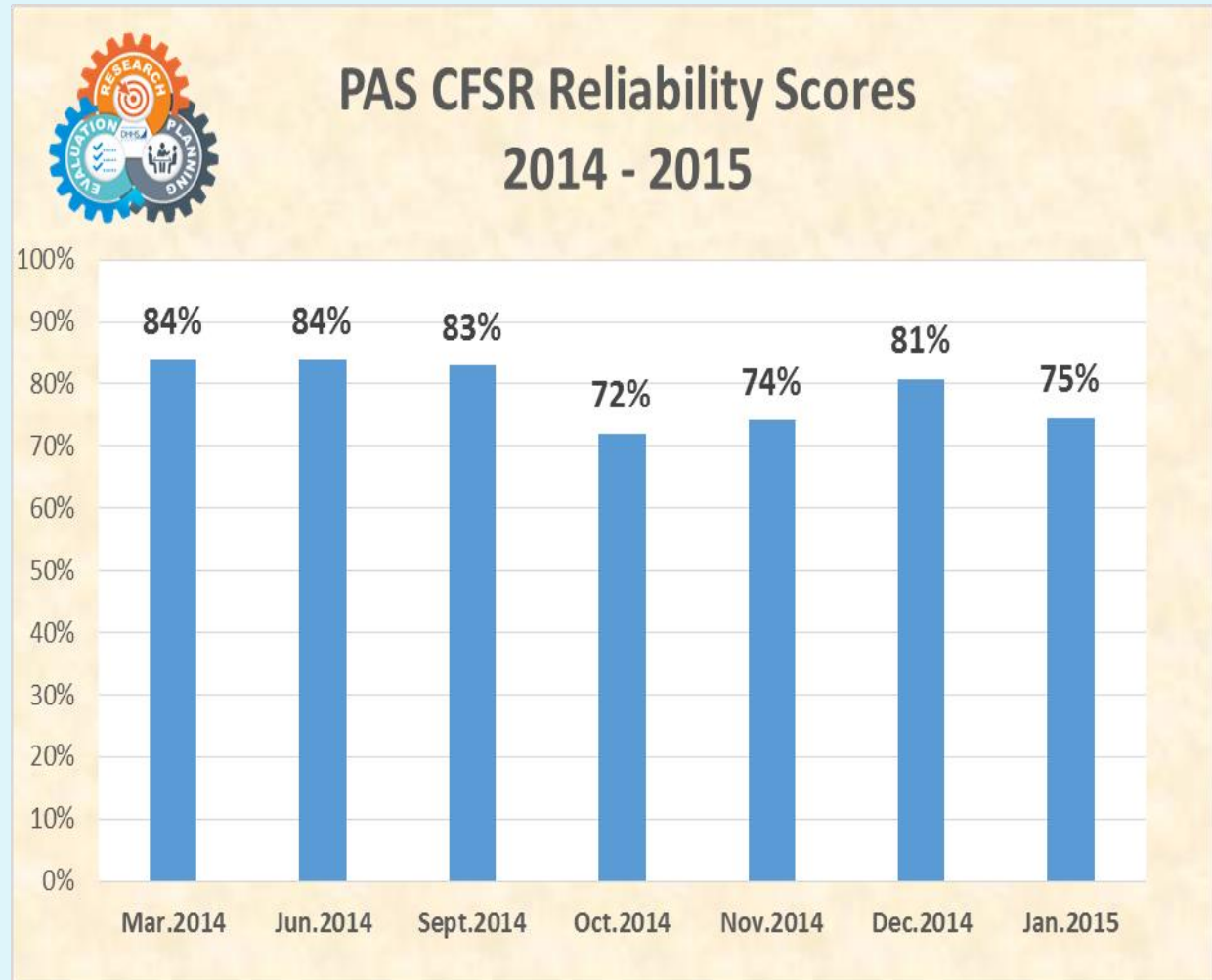
### Action Items:

\* Additional reviewer training on the following areas have been planned to ensure increase in reviewer proficiency using the new CFSR review tool.

- Critical Thinking and Parent Applicability
- Reviewer Guide and Working in Teams.

\* Additional reliability exercises, on line quizzes and activities to improve reliability are planned each month.

## Outcome: Improve the Inter Rater Reliability of the Program Accuracy Specialists (PAS)



The Chart Illustrates the 5 most recent PAS CFSR reliability scores.

**Data Review Frequency: Monthly**



## Information System

### Strengths/Opportunities:

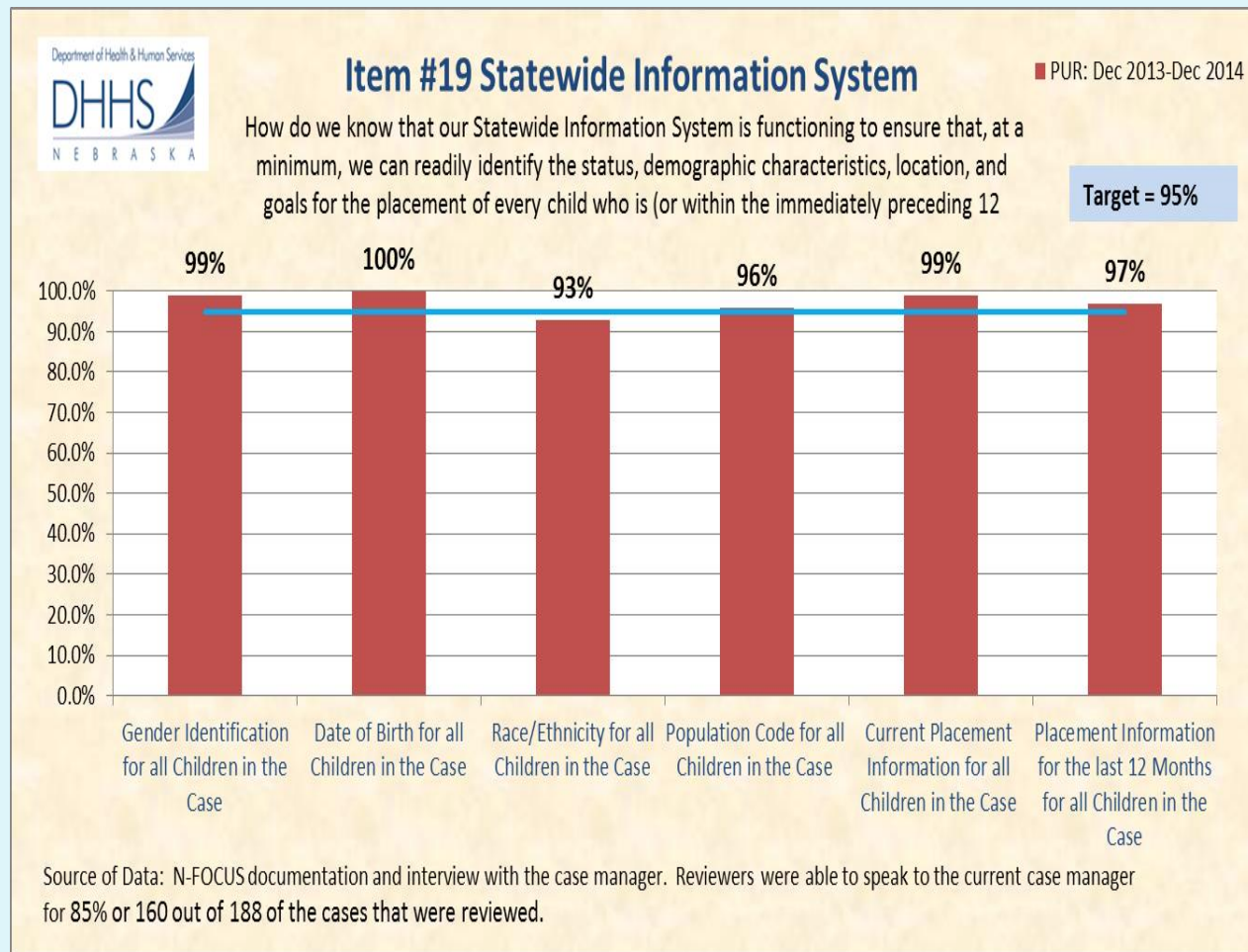
\* Reviews indicate that for the most part, data entered in the demographic and placement fields on N-FOCUS is accurate. There were a few instances where the information was not documented accurately per case file information and interview with the CFS Specialist.

### Barriers:

### Action Items:

\*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

**Outcome: The statewide information system is functioning as expected and state can readily and accurately identify the status, demographic characteristics, location and goals of the placement for every child who is in foster care?**



**Data for Systemic Factor - Item #19 (Information System).**

**Data Review Frequency: Every 2 Months**

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